

U.S. DEPARTMENT OF STATE

# STATE

M A G A Z I N E



## After the Storm

OCTOBER 2006

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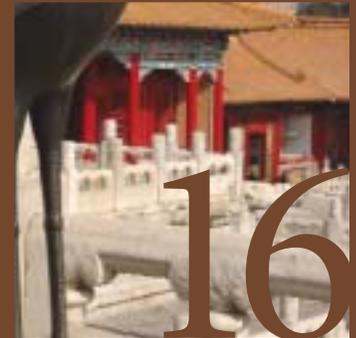
From left, Shelina Hardwick, Dwayne Berry and Ebony Smith brought their valuable experience from New Orleans to State.

Photo by David L. Johnston



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# Five Years On

Last month, we commemorated the fifth anniversary of September 11, 2001. On that day, America suffered the worst attack ever on our homeland, and more than 90 nations lost innocent citizens of their own—citizens of every culture, creed, race and religion.

Now and into the future, the events of that September morning will be marked,



and remembered, and given unique meaning by all Americans.

For those who lost friends, family and fellow citizens, September 11 will forever be a day to mourn these innocent lives cut tragically short.

For those who watched the images of terror on television screens across the

nary citizens, lifted by courage and compassion, to acts of unmatched heroism.

And for those future generations, looking back on that day from the vantage point of history, September 11 will forever be a story of hope triumphing over hatred: a day when the principles of liberty, democracy and human rights were attacked but not defeated—and when the defense of these universal principles inspired a great coalition of countries to wage a new kind of war and, more important, to summon a vision of hope that can defeat the violent ideology of hatred that attacked us five years ago.

It is this hopeful story of liberty and justice that we work to advance today. Yes, America is a nation at war, but it is a new and unprecedented kind of war. This is a conflict of ideas and principles. In this conflict, America stands for tolerance, moderation and respect for human difference. We stand for freedom and equality, peace and opportunity for all people. And to all who share these aspirations and want them to be realized—regardless of your race, your religion or your opinions about America—we call you our ally in the fight against terror, tyranny and hopelessness.

Though the memories of the September 11 attacks may fade with time, the conflict of ideas and principles that they produced will continue for years, even decades to come. This conflict will see successes but also setbacks, times of triumph but also times of great challenge and difficulty. But in the end, this is a struggle that we and our allies must win—and we will win.

“September 11 will forever be a story of hope triumphing over hatred...”

country, September 11 will forever evoke vivid memories of tragedy—of falling buildings, evacuated cities and a nation at peace transformed in an instant to a nation at war. But there are other memories, equally vivid, that restore our faith in human goodness: the nations all around the world that rallied to our side in our hour of greatest need, and the many ordi-

So, with confidence in our convictions, with the memory of September 11 in our minds and in our hearts, with no sense of false pride and every reason for humility, America and our many partners will persevere. We will stay true to our highest principles. And we will build a future of greater freedom, greater hope and greater peace for people all around the world. ■

# Muslim Initiative Recognized

I read with great interest the article in the July/August issue on Embassy Panama's outreach efforts to Panama's Muslim community, an initiative developed by Political Counselor Richard Sacks.

Mr. Sacks was selected as the 2006 winner of AFSA's William R. Rivkin Constructive Dissent Award because he was willing to challenge the status quo and suggest new approaches to address what he said he felt was a lack of positive contact between the embassy and the Muslim community in Panama. At a time when tensions between Americans and the Muslim community were very high, when Muslims traveling to the U.S. were subjected to great scrutiny that resulted in claims of harassment or unfair treatment, Mr. Sacks argued that treating Muslims fairly and with respect would not undermine U.S. security and would benefit U.S.-Muslim relations in Panama.

**J. Anthony Holmes**  
*President, American Foreign Service Association*

## Memories of Equatorial Guinea

The April article on Equatorial Guinea brought to mind the day after Christmas 1968, when my ex-husband Albert N. Williams, the economic officer at Embassy Dakar, was asked by the ambassador if he would be willing to go to Santa Isabel (now Malabo), Equatorial Guinea, to open a post there.

A congressional delegation that had traveled to EG to have a look at the International Red Cross operation flying out of Santa Isabel to supply the Biafrans with food had been arrested. When the congressmen found out there was no U.S. representative in the

country, they demanded—after their eventual release—that one be sent.

Armed with the Great Seal of the United States (which later did yeoman's

duty upside down as a cocktail tray) and a footlocker full of dollar bills, my husband arrived. Together we established a diplomatic mission. We rented two buildings, a residence and an office. We made countless trips to the airport to meet the

weekly flight from Douala. We painted and scrubbed during the day and socialized at night, gleaning items for the morning situation report.

My husband was chargé, political officer and economic officer. I was administrative officer, budget and fiscal officer, general services officer and communicator.

Our dog, Sarah, was the embassy guard. She slept on the diplomatic pouches in the vault and barked when anyone came in the building.



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For two years we worked hard, but loved the beautiful island and were entranced by its surreal atmosphere. There are so many Equatorial Guinea stories it's hard to know where to begin.

**Carman Cunningham**  
*San Rafael, California*

## Correction

The photo with the obituary of Florence Neverman in the July/August edition was not of Ms. Neverman. The obituary is repeated below.



**Florence L. Neverman**, 89, a retired Foreign Service secretary, died April 3 in Sarasota, Fla. She served in the Navy WAVES during World War II. Her overseas postings included Warsaw, Baghdad, Geneva, Copenhagen, Beirut, Tehran and Tokyo. She retired in 1971 to Sarasota.

# Moving to Shared Services

Transformational diplomacy requires that we look differently at the world, at the role of the Department and, importantly, at how we carry out our work. Department personnel have always sought better and more effective ways of doing business, but transformational diplomacy requires many fundamental changes, including in the way administrative support services are provided in the Department.

Our goal is to provide world-class global services by significantly and rapidly expanding shared services within the Department. Shared services models are widely used in the private sector to deliver administrative services and are considered a management best practice. Public sector agencies, such as the Food and Drug Administration and the Department of the Treasury, also have successfully embraced and implemented shared services models. The Department has provided some shared services to overseas customers for years through International Cooperative Administrative Support Services.

Shared services combines the primary benefits of a centralized architecture for administrative services with the advantages of a high-performing organization by focusing on four areas: customer service, innovative management, performance measurement and continuous improvement. The result in the Department will be high-quality, standardized services provided by trained professionals at a lower cost but with increased accountability through metrics, performance standards and customer service boards.

We plan to implement the shared services concept in a variety of ways. Some activities are under way, while others are now in the advanced planning stage. Within the Management family, we will have a trading of services so that each bureau can leverage its expertise while eliminating areas that consume resources but do not enhance its core mission. I have asked my senior leadership to focus on establishing a shared services model for the following four functional areas: procurement, human resources, financial management and information technology.

First steps include the following:

In 2004, the Bureau of Human Resources asked the Bureau of Administration's executive office to take on the HR functions for the Bureaus of Democracy, Human Rights and Labor and Oceans and International Environment and Scientific Affairs.

The executive offices of the Bureau of European Affairs and the Bureau of



International Organizations will merge at the beginning of FY 2007. The goal is to take advantage of economies of scale and best business practices to create an organization that better and more efficiently serves all EUR and IO posts. It will also free up some positions for Global Diplomatic Repositioning.

A shared services agreement between the Bureaus of Administration and Information Resource Management through which the Administration Bureau's executive office will provide administrative services for Information Resource Management, while IRM will take over the desktop and network support functions now handled by A.

Human resources services for M bureaus will be delivered through a single or small number of Centers of Excellence that consolidate existing HR functions. The executive offices in the Bureaus of Administration, Consular Affairs and Diplomatic Security have been designated as candidate COEs for the pilot. The central Bureau of Human Resources will retain

policy, oversight, compliance and evaluation functions.

For IT functions, the implementation strategy provides for enterprise-wide consolidation of IT desktop service delivery to include a centralized help desk, desktop support and server operations. It will come in four stages: within IRM, the M Family, the remaining domestic bureaus and offices and, as appropriate, overseas.

For procurement, we are reviewing how to effectively integrate domestic, regional and overseas procurement services. A key component of this review is analyzing the Department's current delivery of procurement services and exploring alternate options of both delivering and charging for these services while ensuring that the process is more transparent and responsive to our customers.

In the area of financial management, the Bureau of Resource Management is exploring an effort similar to the approach taken by HR, to identify centers of excellence with the Department, where budget and financial management functions of the smaller bureaus could be consolidated within the larger bureaus, looking to free up staff while still maintaining a high level of hands-on service. A top priority in the coming year will be to conduct a comprehensive review of all RM's financial processes to determine how best to continue to provide the Department—and the interagency operat-

“Our goal is to provide world-class global services by significantly and rapidly expanding shared services within the Department.”

ing overseas—world-class financial services at the lowest possible cost.

We in the Management Family are committed to providing world-class service to our customers and to doing it more efficiently and transparently. Key to this commitment is ensuring that our customers have a central role in telling us how we are doing and how we can improve. ■

# NEWS

## EMBASSY WALL BECOMES WORK OF ART

Inspired by the ART in Embassies program, which places original works of art in the public areas of U.S. embassies, the U.S. Embassy in Santo Domingo took the concept one step further and commissioned a group of artists to create a work of art on an embassy wall.

The embassy asked a group of Dominican and international artists from the Altos de Chavon School of Design in La Romana, Dominican Republic, to come up with several designs for a “friendship mural” for the south wall of the consular section compound, located about half a mile from the chancery building. Mission employees, in a free and fair election, selected a multi-colored design that features iconic symbols from both the United States and the Dominican Republic.

After the public affairs section secured funding for the supplies, the artists went to work, stenciling and then painting the design on the wall. The final product, which is about 9 feet tall and 32 feet wide, faces one of Santo Domingo’s busier thoroughfares.

U.S. Ambassador Hans H. Hertell presided at a dedication event on June 29, during which he and Francisco Javier Garcia, the Dominican Secretary of Industry and Commerce, signed their names on the wall and discussed the benefits of the Dominican Republic–Central America Free Trade Agreement. DR-CAFTA, the acronym by which the agreement is known, is painted just above the signatures.



*The mural graces an exterior wall of the consular compound in Santo Domingo.*

**PLUS>>> DIPLOMAT ADDS TO DIVERSITY DIALOGUE IN FRANCE + ICELANDIC JOURNALISTS GET SECURITY BRIEFING ON TOUR + STATE HELPS IMPLEMENT GPS POLICY + ‘MODELS’ BENEFIT CHILD LABOR VICTIMS + CFC KICKS OFF OCT. 3 + WEBCAM SEMINARS BENEFIT ISOLATED CUBAN ENGLISH TEACHERS**

# U.S. Diplomat Adds to Diversity Dialogue in France

Over several weeks in October and November 2005, unrest and demonstrations erupted in minority-dominated Parisian suburbs and elsewhere around France. Property was destroyed, 4,700 cars were burned and 1,200 people arrested.

The unrest called attention to the need for more dialogue on how to promote the inclusion of minorities in mainstream French society.

U.S. Embassy Vice-Consul John C. Kelley contributed to the dialogue on diversity while visiting two French high schools in the rural northern region in February. The American Presence Post in Lille and the Centre Régional de Documentation Pédagogique (Regional Educational Resources Center) organized the event in observation of African-American History Month.

Building on the themes of integration and diversity, Mr. Kelley briefed the students on the history of the African-American community in the United States from the Constitutional Convention to the Civil Rights Act of 1964 as well as on current race relations.

As an African-American diplomat, he was living proof for the students that America has made significant progress in integrating its minorities.

Mr. Kelley answered questions about racism, affirmative action and life as a diplomat. The students were particularly interested in his experience as an African-American in France and how the status of African-Americans in the U.S. compares with that of Muslims in France.

The embassy public affairs section provided the schools' resource centers with Rosa Parks posters and the embassy newsletter, *Echos des USA*, while Mr. Kelley left the students with the impetus to continue the dialogue on diversity.

When asked whether America is a melting pot or a salad bowl, he responded, "It is a salad bowl that has been thrown into a melting pot that we hope one day will be stirred up."



*Vice-Consul John C. Kelley presents the history of African-Americans to French high school students at Lycee Duplex.*

## Icelandic Journalists Get Security Briefing on U.S. Tour

In June, six Icelandic reporters participated in a U.S. Embassy Reykjavik-sponsored North Atlantic Treaty Organization tour to learn how NATO and its allies are working to counter 21st-century security threats.

The journalists—representing radio, TV and newspapers—met with officials from State, Defense, Congress and think tanks, including the RAND Corporation and Homeland Security Institute. They received briefings on the changing role of NATO, terrorism, and trafficking in persons, drugs and weapons of mass destruction.

The reporters also traveled to Norfolk, Va., to meet with officials at NATO Allied Command Transformation headquarters and tour the aircraft carrier USS *Eisenhower*.

For some, it was their first visit to the United States. All praised the tour, and some said it helped them better understand the reasons behind the planned closure of the U.S. Naval Air Station in Keflavik.

*The journalists and their escorts pose with members of the USS Eisenhower crew.*



# State Helps Implement National GPS Policy

The primary system used throughout the world for satellite navigation is the Global Positioning System, a constellation of U.S. government spacecraft providing 24-hour, all-weather coverage of the entire Earth. Originally developed by the military, GPS is now critical to a wide range of civilian activities and represents a fundamental component of the global information infrastructure.

By using the precise time-and-position data transmitted by the GPS satellites, operators can determine the location of any object on or above the surface of the Earth to within a few meters. Higher accuracies can be achieved by using external augmentation systems.

GPS receivers can be found in everything from cars and planes to mobile phones and golf carts. The technology is being used to improve business productivity in areas as diverse as farming, mining, construction, surveying, taxicab management and package delivery. It is preventing transportation accidents and reducing the response times of ambulances, firefighters and other emergency services. GPS is also furthering scientific aims such as weather

forecasting, earthquake prediction and environmental protection.

Late in 2004, President Bush authorized a new national policy that establishes guidance and implementation actions for space-based positioning, navigation and timing programs.

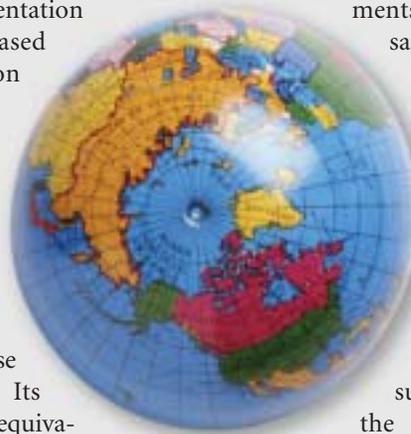
To coordinate the wide range of GPS activities, the policy establishes an Executive committee, chaired jointly by the deputy secretaries of the departments of Defense and Transportation. Its membership includes equivalent-level officials from the departments of State, Commerce and Homeland Security, the Joint Chiefs of Staff and the National Aeronautics and Space Administration.

Because GPS has such a wide number of applications, because of its global nature and because competitors are emerging around the world, the Department of State has been active in the

executive committee. The Department works to promote civil GPS as a global utility, protect the radio frequency bands used by GPS and negotiate agreements with key countries on satellite navigation cooperation.

The Bureau of Oceans and International Environment and Scientific Affairs has been active in implementing the new policy. For example, the bureau's Office of Space and Advanced Technology led successful negotiations with the European Union on an agreement ensuring that Europe's planned Galileo satellite navigation system will be compatible with GPS.

A permanent coordination office in Washington provides day-to-day staff support to the executive committee. The Department has seconded an official to this office. The coordination office is a point of contact for inquiries. Further information can be found at [www.pnt.gov](http://www.pnt.gov).



## Embassy 'Models' Benefit Child Labor Victims

In honor of World Day to Combat Child Labor, diplomats and Cameroonian employees at the U.S. Embassy in Yaoundé took to the catwalk and strutted their stuff for a good cause.

The event was the idea of Ambassador Niels Marquardt's wife Judi, who presided before 300 guests, 220 child victim survivors, 100 embassy staff members and others while embassy employees gracefully sashayed down the runway to model 120 outfits specifically created for the show from donated fabric and African native costumes.

For important events, Cameroonian tradition dictates that all participants wear outfits sewn from the same fabric. The embassy, in line with this cultural norm, had a special patriotic American fabric designed for a previous event and reused the stunning blue fabric for the fashion show.

Around the world, 218 million children are victims of child labor, and Cameroon is not immune. U.S. Department of Labor funds have helped rescue 1,150 children from the worst form of child labor through the International Labor Organization's Cameroon-International Programme on the Elimination of Child Labour project.

The Embassy event sought to highlight the talent and determination of these child victims. All the outfits presented were

designed and sewn by children withdrawn from cocoa fields, rubber orchards or banana plantations and now in vocational training learning to be seamstresses or tailors.

The audience, composed of government ministers, parliamentarians, Supreme Court judges, the diplomatic corps and others, saw a short documentary on the state of child labor in Cameroon and had a chance to purchase goods made by the children. They enthusiastically applauded each model and in some cases literally bought the shirt off the model's back.



Ambassador Marquardt appeared on the runway as the surprise guest model. He barreled down the runway stylishly clad in Bermuda shorts, a patriotic American T-shirt and a hat of plumed parrot feathers.

This pioneer gala not only sensitized the Cameroonians to the plight of their children, but provided a forum for some of those children to shine. They were happy and proud to be the center of attention for a day.



Cuban teachers of English attend a seminar at the U.S. Interests Section in Havana.

## Webcam Seminars Benefit Isolated Cuban English Teachers

Costa Rica-based Regional English Language Officer for Central America Michael Rudder conducted a series of six interactive webcam presentations on English language-teaching methodology over the last year for about 50 English teachers in Cuba.

Each of the sessions, organized by the U.S. Embassy in San José and the U.S. Interests Section in Havana, consisted of an hour-long seminar followed by an hour of interactive dialogue with and among the teachers. Topics included motivational strategies, Internet resources for English

teaching, the role of grammar in curriculum, teacher observation and peer coaching.

The training program provided a rare opportunity for the appreciative teachers, who are isolated from international exchange and information technology. They work with limited and dated materials and feel restricted in terms of methodology and syllabus.

The teachers received book donations from the RELO office, as well as radios and DVD players from the U.S. Interests Section—resources that will greatly enhance their classroom instruction.

## CFC KICKS OFF OCT. 3 WITH \$2 MILLION GOAL

"Be a star in someone's life."

That is the theme of this year's Combined Federal Campaign. State's campaign kick-off is Oct. 3. The Department has accepted the challenge to raise \$2 million.

Last year, Department employees and retirees raised \$2,281,365. The average employee's gift was \$540.61. Some 4,220 donors contributed, a participation rate of 26.43 percent.

Secretary Rice is the Department's chair and Director General Staples is the vice chair. The Office of Employee Relations in the Bureau of Human Resources coordinates the campaign.

Check <http://hrweb.hr.state.gov> for campaign information and updates, and watch for ALDACS and Department Notices.

# STATE

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The submission deadline for the December 2006 issue is October 15. The deadline for the January 2007 issue is November 15.

# Patient and Compassionate Service

I would like to take this opportunity to thank the men and women of the State Department for the sacrifices they make each and every day on behalf of American citizens overseas. Their efforts in response to the recent Lebanon crisis deserve special recognition.

Employees at our embassies in Beirut, Nicosia, Ankara and Damascus worked with U.S. military units this summer to help more than 15,000 Americans depart Lebanon safely and efficiently. This was, as Secretary Rice stated, "one of the largest and most complex operations of its kind since World War II."

After the bombing of the Rafik Hariri International Airport, phones at the U.S. Embassy in Beirut rang nonstop for the next two weeks. A phone bank was set up at the embassy and Lebanese and American staff answered calls around the clock. Everyone on staff volunteered to assist with this effort. The welfare and security of our citizens remained their top priority. Consular Chief William Gill borrowed a bicycle from RSO Whitney Savageau to race around the compound more quickly. Under difficult circumstances, our men



and women demonstrated motivation, leadership and creativity. Regional medical officers, diplomatic security officers and locally employed staff assisted with departure efforts.

Department employees in Washington were eager to contribute, as well. Employees from bureaus throughout the Department volunteered to staff our round-the-clock Lebanon task forces.

When the crisis began, Tom Cherry, a systems specialist in CA/OCS, took calls on the task force from concerned college students in Beirut. Two days later, he received a call at 8:00 a.m. Sunday from CA management, asking whether he could immediately go shopping for computer and communications equipment and take it to Cyprus. Sixteen hours later, he was on a plane to Larnaca. While helping process Americans

from Lebanon arriving there, he recognized the name of one of the college students. The student was completely amazed that the same person who had taken his call in Washington was now helping him in Cyprus.

The Office of Children's Issues worked with nine families whose adoptions of Lebanese babies were affected by the crisis. Two of the families

“Under difficult circumstances, our men and women demonstrated motivation, leadership and creativity.”

and women demonstrated motivation, leadership and creativity.

In Cyprus and in Turkey, our consular officers and their staff assisted in moving people to staging sites in preparation for their onward travel to the United States. With patience and compassion, they helped Americans who had lost passports and papers, ensured that medical needs were met, offered translation assistance and contacted these citizens' loved ones. Management officers, public diplomacy offi-

arranged with an escort to have their children brought to Cyprus, where the adoptive parents were waiting. The escort could not travel at the last minute, so two of the Beirut Embassy staff escorted the babies to Cyprus, where Nicosia Embassy regional medical officers and consular staff assisted in uniting the families with their children.

Many Americans have contacted us to express their gratitude for the assistance that the State Department employees provided them. I am proud of their service to our nation. ■

A view of the U.S. Mission in Geneva from the main entrance.



# 'Uncle Sam's Showcase'

FLAGSHIP SOLAR ENERGY PROJECT PAVES THE WAY TO A GREENER FUTURE **BY WENDY LUBETKIN**

On July 4, as Americans everywhere celebrated Independence Day, the U.S. Mission in Geneva was also celebrating an important step toward energy independence at embassies around the world. It was the one-year anniversary of the Mission's groundbreaking photovoltaic energy system—the largest and most ambitious solar energy project ever undertaken by the U.S. government overseas.

The roof and façade of the once undistinguished seven-story building in Geneva's diplomatic quarter have been handsomely fitted with 950 square meters of cobalt-blue photovoltaic panels that glisten like cathedral windows in the sunlight and produce sustainable electric power—enough to power 37 average households.

"We see this as the flagship project for the State Department's efforts to make U.S. embassies worldwide greener and more self-sufficient," said General Charles E. Williams, director and chief operating officer of the Bureau of Overseas Buildings Operations.

The British environmental magazine *Green Futures* hailed the building as "Uncle Sam's showcase," providing a "dazzling array" for Geneva's diplomats and "big savings on power."

## Creative Teamwork

What does it take to transform an ordinary office building into a showcase for the latest made-in-USA solar energy technology with an architectural design worthy of

featuring on a magazine cover? Teamwork, creative problem solving, diplomacy and partnership building.

It began in 2003, when Ambassador Kevin E. Moley, then U.S. permanent representative to the United Nations in Geneva, and his staff found themselves confronted with a dual problem. The concrete façade of the building had begun to crumble. And the post's energy costs were mounting dramatically, as electricity rates soared and the dollar declined.

General Services Officer Pamela Mansfield and Locally Employed Staff building engineer Patrick Grzanka learned that the Canton of Geneva and the local energy utility were offering interesting incentives for solar energy projects.

It became clear that a unique opportunity existed to solve both problems.

The keystone would be a public-private partnership bringing together the U.S.



*Clockwise from left: Members of the solar project team pose outside the Mission. A view of the southwest façade of the Mission reveals the stair tower and conference center vertical arrays. U.S. Ambassador to Switzerland Pamela Willeford, left; OBO Director General Charles Williams, second from left; and Ambassador Kevin Moley hold a symbolic check for the purchase of energy from Geneva's electrical utility. Solar panels lay flat across the roof of the U.S. Mission.*

Mission, Service Cantonal de l'Énergie and the local energy utility, Services Industriels de Genève. The U.S. Mission would send the electricity it produced directly into Geneva's electricity grid (instead of storing it in batteries for use on-site) and SIG would buy it at a preferential rate established to encourage renewable energy production.

The photovoltaic panels would help protect the façade and prevent further deterioration, even as they generated clean electricity and lowered energy costs.

### Model Project

In 2004, when General Williams tasked his team at OBO with the project, he was determined to make the venture a model for other embassies. Turning the U.S. Mission in Geneva into a solar-energy powerhouse would provide OBO engineers and architects with a template that could be used at other posts and incorporated into standard embassy design.

"In the future, photovoltaic technologies can prove particularly useful at embassies in regions of the world where sun is plentiful and power reliability is low," said OBO engineer Mike Christensen.

The photovoltaic design, engineering and panels used for the project are all pro-

duced by American companies. Construction was awarded to the lowest-bidding responsible and responsive contractor, the Swiss firm SunTechnics.

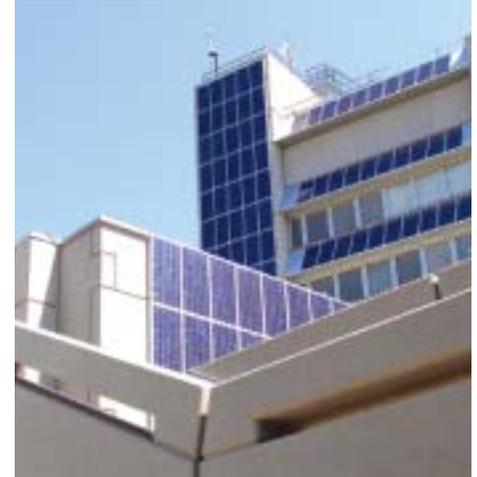
Earl Graves, the mission's supervisory GSO, oversaw construction. Engineering and design management was provided by Chuck Hosn of Richmond, Va.-based Hankins and Anderson Engineers.

The photovoltaic design was created by Steven Strong and Robert Erb of Solar Designs Associates, an award-winning Massachusetts firm responsible for the solar energy project at the White House and many other well-known projects across the United States. Their plans incorporated specially sloped sunshade arrays angled over windows to shade and cool the interior and produce additional energy savings through lower air-conditioning costs.

"The project has vastly enhanced the external appearance of the building," said OBO Project Architect Ronald J. Tomasso.

On July 5, the first annual reading of the meters revealed that the system had met its targets for the first year of operation.

Between July 5, 2005, and July 5, 2006, the mission produced enough power to



light up a neighborhood block for an entire year. The new photovoltaic system had begun to earn its keep, producing an average of 270 kilowatt hours of power a day and some \$60,000 worth of electricity.

"We are truly proud that this joint project has worked so well over the course of its first year, contributing to a cleaner environment by reducing carbon emissions by more than 150,000 pounds," said Ambassador Warren W. Tichenor.

The solar energy system at the mission is on track to pay for itself and serve as the inspiration for other Department projects around the world. ■

*The author is an information specialist in the public affairs section of the U.S. Mission in Geneva.*



# Lending a Hand

NICOSIA GEARS UP TO HELP AMERICANS LEAVING LEBANON  
BY THE STAFF OF THE U.S. EMBASSY IN NICOSIA



*Consular staff register Americans upon their departure to the United States from Larnaca and Paphos airports.*

During the recent conflict in Lebanon, the U.S. Embassy in Nicosia helped nearly 14,000 Americans and their families leave Lebanon en route to the United States via Cyprus. More than 150 volunteers from other American embassies around the world joined the American and Cypriot staff in this Herculean effort.

Working around the clock for more than two weeks, 55 consular staff registered new arrivals, issued more than 75 new passports and helped process 150 humanitarian parole applications. More than 85 percent of these arrivals were moved onto charter flights within 24 hours of coming to Cyprus.



*Above: Marines and embassy employees help people at the Cyprus International Fairgrounds. Below: U.S. Embassy Nicosia arranged for performances by magicians and clowns to keep the children occupied.*

The management and logistics team organized approximately 50 bus convoys from Cyprus ports to accommodations or international airports. Some convoys transported as many as 1,000 people. Communication centers set up in Nicosia, Larnaca, Limassol and Paphos provided constant contact with main State-coordinated operations.

U.S. military helicopters carried emergency cases from Lebanon to safety at Larnaca Airport. The embassy's economic and commercial staff identified privately owned vessels to transport Americans. These commercial vessels, as well as U.S. military ships, delivered as many as 2,000 people at a time to the ports of Larnaca and Limassol.

An emergency shelter was set up at the Cyprus International Fairgrounds and accommodated up to 3,000 people at a time. The shelter offered families hot meals, showers, cots and basic toiletries, as well as medical attention. Working closely with Cyprus' Civil Defense and Civil Aviation personnel, the Cyprus State Fairs Authority and the local business community—which responded with generosity and a philanthropic spirit—embassy staff put in place a support structure to welcome families and staged outings and games for the large number of children.

A medical team provided immediate, basic first aid and medical care for everyone arriving in Cyprus, as well as for those sheltered at the fairgrounds.



## CONCERN FOR FAMILY BY ANGEL ABI-ANTOUN

From the moment I heard that Hezbollah had kidnapped two Israeli soldiers, I knew a military offensive was soon to follow. However, when the air strikes in Lebanon started at the Beirut International Airport the following morning, I was truly shocked.

My immediate concerns were for my mother, father, brother and extended family in Lebanon. After being glued to the news for two straight days, my supervisor, Ed Betancourt, noticed that I needed a break to absorb what was happening and see some other family members in the area. Because of his caring advice, I was able to reflect for a couple of days. I realized that I was dealing with the situation by numbing myself and being consumed by the news.

When I came back to the overwhelming support of my colleagues at work, I felt the need to put all my efforts into the evacuation of Americans, including my family, in Lebanon. I worked in two task forces and found myself being useful by helping my colleagues pronounce town and village names, as well as speaking Lebanese Arabic to callers panicked about their loved ones.

When I finally communicated with my younger brother through e-mail, he told me that he was safe at the American Embassy. He said he was watching the flat-screen TV and eating at the cafeteria, which was open and free to all who were in transit by helicopter. At that moment, I immediately put my concerns about my family aside and chuckled to myself because of the great service he was being offered—while I had been worried about their safety.

The next time I saw my family was on CNN at Baltimore Washington International Airport, being greeted by Under Secretary Fore and many other Department employees. I was just finishing my 7 a.m. shift and was off to hear their story.

*The author is a Lebanese-American intern in the Office of Overseas Citizen Services.*

## REFLECTIONS ON COUNTRY BY JULIE EADEH

I awoke at 2 a.m. to the dull thud of a bomb. Lately, such sounds have become part of the background, but the bomb from last night was loud enough to wake me up, even though it was far away. I could not get back to sleep, and as I went out to the balcony and watched the plumes of smoke rise into the sky, I got to thinking.

My mind drifted back to earlier in the evening, when I had packed a bag in the event that things really went south and I would be forced to leave Lebanon on a moment's notice. I remember looking around at all of the memorabilia I had collected from my travels: beautiful photos, clothes and books that made my cozy apartment "home." Aside from some family heirloom jewelry and my passport, I found very little that I wanted to put in my bag. In fact, the more I looked, the less I found. In times of crisis and war, it takes very little to realize just how little we actually need. There was nothing in that apartment that I could not live without.

And that got me thinking even more. The single most important thing I put in my bag was my passport. As I reflect on this war and the response of our government to American citizens in need, what strikes me most is the value of such a small document—the U.S. passport. U.S. citizenship.

As the chief of American Citizen Services at the U.S. Embassy in Beirut, I have witnessed not only the evacuation, but the desperation of those left behind. So many people desperately trying to get to the United States. So many desperate for an American passport.

I did not fully understand the significance of my own passport until I first traveled abroad and then later joined the Foreign Service and lived overseas. My experience in Lebanon has deepened my appreciation for citizenship. On a daily basis, as I interview individuals petitioning for citizenship, I am reminded of its value.

The pride and satisfaction I feel in having served my country during this crisis reminds me that it is not only the American flag I must salute. To my mother and father and countless other immigrants who came to America in search of something more—opportunity and hope, the land of the free—my hat is off to you. For yours was the ultimate sacrifice: the maiden voyage to America, leaving behind all things familiar, and enriching America with so much more. Politics and policy aside, ours truly is an amazing country. We as Americans have much to be thankful for.

*The author is the chief of American Citizen Services at the U.S. Embassy in Beirut.*



*Julie Eadeh sits in her embassy office in Beirut.*



*Above: The control room at the embassy worked around the clock, coordinating the entire effort. Below: Consular staff register Americans arriving from Beirut.*

The U.S. Embassy in Nicosia's security officers worked with U.S. Federal Air Marshals and the Transportation Security Administration, as well as with Cyprus police; customs, port and airport authorities; and Civil Defense. This cooperation assured families an easy, speedy and safe return home. Security officers also helped provide access to the press for coverage of events at ports and airports.

The U.S. Agency for International Development's Disaster Assistance Response Team based at the U.S. Embassy in Beirut also worked in Cyprus to help coordinate America's humanitarian response in Lebanon. At press time, nearly \$400,000 worth of immediate relief assistance—including 1,000 tents, 20,000 blankets and medical supplies for more than 180,000 people—had been shipped via Cyprus to the affected communities in Lebanon.

To tell this amazing story, the embassy launched a significant public diplomacy campaign, fielding numerous press inquiries and organizing press interviews and conferences for the U.S. and Cypriot media with U.S. Ambassador Ronald Schlicher, other U.S. government officials and Americans who were being helped. Also, 72 journalists from 36 media outlets were given access to helicopters and ships moving Americans out of Lebanon. ■



PHOTOGRAPHS: (FAR LEFT), U.S. EMBASSY IN BEIRUT; (LEFT), U.S. EMBASSY IN NICOSIA; (OPPOSITE PAGE), ALEXEI KRAL

# MONGOLIA AT 800:

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## A NEW ERA ON THE STEPPE

BY PATRICK J. FREEMAN AND  
PAMELA J. H. SLUTZ

This year, Mongolia celebrates its 800th anniversary. In 1206, a man named Temujin united the fractious Mongol tribes and was named khan of the first unified Mongol state. Over the next 90 years, Genghis Khan and his successors' conquests created the largest contiguous land empire ever. His successors ruled this vast empire, or parts of it, for more than 200 years, a period sometimes called the "Pax Mongolica."

For contemporary Mongolians, this anniversary marks a sort of rebirth. Discussion of Genghis Khan's role in Mongolia's early history was banned during the nearly 70 years of Communist rule. But beginning with the transition to democracy in the early 1990s, he has made a comeback as Mongolia's "founding father." Contemporary historians, both domestic and foreign, have re-examined Genghis Khan's role in Mongolian and world history and attribute to him progressive, benevolent and even democratic qualities.

In a symbolic gesture, the government is building a Genghis Khan memorial hall on the central square, replacing a mausoleum that until recently housed two communist-era figures.

The celebrations for the 800th anniversary peaked this summer with the annual Naadam National Day celebrations, held July 11–13, during which Mongolia celebrates its declaration of independence from China on July 11, 1921. Secretary of Agriculture Mike Johanns headed a presidential delegation to attend the commemorative events. Secretary and Mrs. Johanns sat next to President Enkhbayar as he awarded medals to competitors in the Naadam games.

The Naadam holiday is centered on contests in Mongolian wrestling, horse racing and archery. Given Mongolia's conquering history, it is no coincidence that these are all related to traditional battle skills. Some skills are still useful abroad: Mongolians dominate sumo wrestling in Japan, and Mongolian peacekeepers are on the ground in Iraq, Afghanistan, Sierra Leone and Kosovo.

Secretary Johanns' visit underscored the expanding bilateral relationship. In the past year, Mongolia has hosted the first-ever visits by a president of the United States, speaker of the House of Representatives, and secretaries of Defense and Agriculture; and the second-ever visits of a First Lady, Secretary of State and director of the Peace Corps.

During his November 2005 visit, President Bush reaffirmed the 2004 joint presidential statement declaring a "comprehensive partnership between our two democratic countries, based on shared values and common strategic interests." January 2007 will mark 20 years of U.S.-Mongolia diplomatic relations. ■

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*Pamela J. H. Slutz was the ambassador to Mongolia until September. Patrick J. Freeman is chief of the economic and political section in Ulaanbaatar.*



*Top: Ambassador Slutz meets a Mongolian herder. Middle: Secretary of Agriculture Johanns chats with a herder in his ger. Bottom: The honor guard adds color to the Naadam festival.*

*An arched stone bridge adds a note of grace to Beihai Park.*





# BEIJING

ANCIENT CITY BLENDS THE OLD WITH THE NEW

BY ANDY COVINGTON  
AND SARA YUN

*The ancient Forbidden City with the skyline of today in the background.*



As early as the Warring States period, after 475 B.C., the strategic trading and military area where present-day Beijing sits was contested by rival kingdoms. Millennia later, after times of triumph and adversity, Beijing has emerged as the political, artistic and administrative center of China.

Beijing is an ancient city whose modern influence grows each year. Like the mandarins of ancient times, China's leaders in Beijing still orchestrate the policies that guide China's future at home and abroad.

China's rapid economic growth since the start of its "reform and opening" policy in 1979 has resulted in an increasingly complex bilateral relationship with the United States. At the time of its elevation from a liaison office in 1979, the U.S. Embassy in Beijing made do with a relative handful of employees focused on developing a new relationship, managing the great bilateral differences, forging trade links and cooperating to contain the Soviet Union. The intensity of activity at post has not abated since those early days.

The embassy has expanded in parallel with China's economic growth and relevance on the world stage and now deals with issues ranging from nuclear nonproliferation on the Korean peninsula, human rights and press freedom to environmental challenges, infectious diseases, intellectual property rights protection, trade promotion, military transparency and scientific cooperation.

The mission's geographic responsibility is equally broad. Beijing's consular district reaches China's remote northwestern border and includes provinces in the center and south. Reflecting the growing links between the two countries, the nonimmigrant visa

section in 2005 issued nearly 200,000 visas for business, leisure and study.

### **A Robust Presence**

Today, the official U.S. presence in Beijing is at an all-time high. The newest additions include a Department of Energy office that opened in 2005, a National Science Foundation office that opened in 2006 and a Department of the Treasury office that also opened in 2006. More than 300 Americans working for more than a dozen federal agencies maintain permanent offices in Beijing, including large contingents from the departments of State, Commerce, Defense and Homeland Security. Several agencies have attachés within the embassy to focus on key policy areas such as rule of law and intellectual property rights protection.

Beijing is a frequent destination for high-level visitors and delegations. During 2005 and 2006, the U.S. Embassy in Beijing hosted President George W. Bush, Secretary

of State Condoleezza Rice, Secretary of Defense Donald Rumsfeld, more than half of the Cabinet, numerous subcabinet officials and many members of Congress. During one week in November 2005, President Bush, former President Bush and four Cabinet secretaries visited Beijing for high-level visits and meetings.

The embassy occupies three compounds in the tree-lined diplomatic quarter in downtown Beijing. Space constraints have forced many agencies to move into commercial properties around the central business district. This logistical problem will be resolved in the summer of 2008, when a new embassy compound is slated to open a few miles northeast of the present chancery.

The new compound, under construction since 2004, is one of the most complex embassy projects yet undertaken by the Department. When completed, the compound will improve efficiency by bringing together more than 20 agencies. It will offer better facilities to serve the public, such as ample space in which to provide visas and services to American citizens.

Quality of life in Beijing continues to improve with the city's economic and physical transformation. Embassy housing choices, which previously were limited to Chinese government-managed diplomatic compounds, have improved dramatically in recent years. Singles, couples and families with small children frequently live downtown in modern high-rise apartment buildings. Most families with school-age children live in detached, single-family homes near the international schools, 45 minutes northeast of the embassy.

The wide variety of international schools ensures that children receive the education best suited to their needs. The International School of Beijing and the Western Academy of Beijing have the greatest numbers of embassy children, but the newly opened Beijing City International School and Australian, British and Canadian international schools add further options, some downtown. A number of parents have opted to send their children to Chinese schools, particularly at the preschool level.

### Respecting Traditions

Beijing's shining new buildings, never-ending construction and forward-looking perspective can be deceptive; at its core, Beijing is an old city that remains loyal to

## AT A GLANCE



### Country name

China

### Capital

Beijing

### Government

Communist state

### Independence

October 1, 1949 (People's Republic established)

### Population

1.3 billion

### Languages

Standard Chinese (Mandarin), Wu, Minnan, Xiang, Gan and Hakka dialects

### Total area

9,596,960 square kilometers

### Approximate size

Roughly the same size as the United States

### Currency

yuan (CNY)

### Per capita income

\$6,800

### Population below poverty line

10 percent

### Import partners

Japan (15.2 percent), South Korea (11.6 percent) and Taiwan (11.2 percent)

### Import commodities

Machinery and equipment, oil and mineral fuels, plastics, optical and medical equipment, and organic chemicals

### Export partners

United States (21.4 percent), Hong Kong (16.3 percent) and Japan (11 percent)

### Export commodities

Machinery and equipment, plastics, optical and medical equipment, and iron and steel

### Internet country code

.cn

SOURCE: CIA World Factbook 2006



### Beijing or Peking?

In 1978, the Chinese government adopted the Hanyu Pinyin system of romanization of Chinese characters. Most English-speaking areas have since adopted the Hanyu Pinyin spelling of the capital, "Beijing." The "Peking" spelling derives from an earlier romanization system called Postal System Pinyin, created in 1904. Postal System Pinyin was in turn based on yet another romanization system called Wade-Giles. "Peking" dates back to a French usage from the 17th century, before a phonetic change in Mandarin shifted many "k" sounds to "j" sounds.

The name "Beijing" in Chinese characters (北京) has not changed since 1949, when the government reinstated the city as the national capital. Between 1923 and 1949, Beijing had a different name in Chinese, Beiping (北平). Jing (京) means capital, and during those years, the Chinese capital was located to the south, in Nanjing (南京).



PHOTOGRAPH: BARB STONER, JAMIE FOUSS, KATIE ADAMS, IZ COVINGTON, ANDY COVINGTON, JULIANA HUSTON AND PAM HAYAN



*Opposite page, left top: Spectators check out masks for a lion dance during Chinese New Year. Left bottom: Musical performers Steve Hancoff, center, and Bud Wachter, right, confer with a shopkeeper in distant Kashgar about his wares. The embassy sponsored the pair's steel-string guitar and banjo performances in the region. Right top: Consular officer Jeff Seals, right, sits in desert traffic during a visit to the Ningxia Autonomous Province. Right bottom: A bronze lion guards the Forbidden City, with its exquisite architectural details. This page, left: A Beijing traffic jam. An infrastructure expansion is underway. Above: Two women play cards in Jingshan Park.*

its traditions. In summer, elderly neighbors sit outside their apartment buildings to chat and play mahjong. In winter, great clouds of steam billow upward from the stands of steamed-dumpling vendors. In the early morning, old men still walk their crickets and women perform tai ji chuan and sword-dancing exercises in the city's many parks. Around the clock, taxi drivers roam the city listening to traditional cross-talk comedies and Peking opera.

Perhaps the most potent symbol of Beijing's leap into modernity is the gradual disappearance of the bicycle. Beijingers have fallen in love with the automobile. Cars now jockey with bicycles, cement trucks, melon-laden horse carts and pedestrians for limited road space. To combat the congestion and pollution and to prepare for the 2008 Summer Olympics, the municipal government is radically expanding the subway system and ring-road network.

Longtime Beijingers may lament the construction, the loss of old neighborhoods and the pollution that are by-products of rapid growth, but in the same breath they will extol the sleek, modern skyline rapidly taking shape. They are particularly excited about the Olympic Games, which for them are opportunities to showcase China's progress. With two years remaining before the eyes of the world focus on Beijing, city officials are busy preparing Olympic venues for the influx of athletes, spectators and journalists. A large digital clock in Tiananmen Square counts down the seconds until the opening ceremony.

### Life in Beijing

Want to learn more about life in Beijing? The mission has produced a DVD called *Diplomacy in the Vortex: Life and Work at Embassy Beijing*. This video provides information on housing, recreation, medical facilities, education and life in Beijing. To receive a copy, contact BeijingHR@state.gov.

On that day, the world will see a cosmopolitan city that blends old with new. Gone are the days of drab Mao suits, ration coupons and scarce vegetables. Every cuisine and designer label can be found in Beijing, and private enterprises are booming.

The city has a robust community of more than 100,000 expatriate foreigners. History buffs, artists, shoppers, pub-crawlers, athletes and restaurant aficionados have myriad venues to pursue their interests. And for those looking beyond Beijing, the city is a hub for air and rail travel to the rest of China and East Asia.

Cultural and linguistic differences can still be daunting to newcomers. To bridge these gaps, the community

liaison office and the language training center regularly organize day trips and longer excursions, as well as cultural classes. Most employees and many spouses participate in the post language program, which uses experienced, professional instructors.

Many employees agree that Beijing is among the most rewarding tours of their career. The forward momentum of the city, coupled with the challenges of advancing U.S.-China relations, means there is never a lack of stimulation. As American policymakers try to glimpse what the rise of China means for America's future, serving at the U.S. Embassy in Beijing guarantees a front row seat. ■

*Andy Covington is a public diplomacy officer and Sara Yun is an economic officer at the U.S. Embassy in Beijing.*

*The U.S. Mission to Geneva's first ever reception for interns at U.N. agencies and other diplomatic missions drew a much larger than expected crowd, with more than 300 people on the guest list.*



# The Ground Floor

INTERNSHIPS OPEN WINDOWS INTO FOREIGN SERVICE LIFE **BY ELIZABETH FARABEE**

When graduate student Ryan Donaghy found herself struggling to fight off exhaustion at 4 a.m. one summer Thursday morning, it wasn't because she was pulling an all-nighter to finish a term paper. Instead, she was participating with top U.S. diplomats in a critical negotiation that would forever change the face of the International Red Cross and Red Crescent Movement.

Ms. Donaghy did not know what to expect when she first set foot in the U.S. Mission to the United Nations in Geneva to begin a 10-week State Department internship this summer. She never imagined the experience would include working with senior diplomats on a late-night negotiation or unwinding on Sunday afternoons playing softball with the Marines.

An organizational communications major at Arizona State University, she was unfamiliar with the Foreign Service and confesses she applied to the internship program "on a whim" after the idea was

suggested to her by Bill McGlynn, her school's diplomat in residence.

## CHANGING OUTLOOKS

It was Ms. Donaghy's first experience abroad, but by summer's end she was certain it had changed forever her outlook on the world and the Foreign Service. She and interns Wayne Huang, a senior at Cornell University, and graduate students Ariel Krinshpun (Brandeis), Paris So (American University), Yvonne Hutchinson (Harvard Law School), Andrea Sternberg (University of Washington) and Nicole Santschi-Apodaca (Pepperdine) were all delighted to find themselves integrated as full members of the U.S. Mission team and to discover that they were often tasked with the same duties as a junior-level officer.

"One thing I can take away from this internship is knowing that I never had a day where I had an insignificant task," Ms. Donaghy says. "Sometimes I had days where I felt that someone thought I could accomplish more than even I believed I could."

She was not the only one to be pleasantly surprised.

"I had always heard the stories of interns getting stuck with office work, but here they actually let interns gain real hands-on work experience," says A. J. Bass, another intern and a senior at Roanoke College. "We went to meetings, wrote reporting cables, participated as delegates, organized and attended receptions. We were expected to work as any officer would. I really appreciate that, along with the level of respect and self-initiative that is the driving force of this mission and the State Department."

"The internship program is relatively new at this post, but in a few short years we have really come to rely on the dynamism, intelligence and talent of these young people," says Brooks Robinson, public affairs counselor. "When I got here two years ago, we had two or three at a time. Now we have six, seven, eight. There's real competition among the sections to be able to host an intern. They have become a big part of everything we do."

A clear highlight for Ms. Donaghy was her experience at the 29th International Conference of the Red Cross and Red Crescent, which gave her the chance to work closely with Warren W. Tichenor, U.S. ambassador to the United Nations in Geneva, and John Bellinger, State Department legal adviser and the head of the U.S. delegation. As the difficult negotiations finally concluded at 4 a.m., she and the other interns could be thankful for their midnight-oil college endurance training, which they hadn't expected would come in so handy in the real world.

## CHANGING HISTORY

"The Red Cross experience was phenomenal, not just for the conference itself but for a lot of the meetings leading up to the conference, which really gave me an opportunity to see diplomacy in action," Ms. Donaghy says. "It was inspiring to see all of these people working to pass language and legislation that changes history."

The conference—which introduced a new emblem for the Red Cross and will allow Israel and the Palestinian Red Cross to participate as members in the movement—will bring real change to the region and present opportunities to people who did not have them before," she adds. "We and the other delegations were all part of that."

Like the transformational diplomacy that underscores Department efforts around the world, internships create a situation in which people work side by side and learn from one another to their mutual benefit.



Ambassador Kevin E. Moley, center, talks with the U.S. Mission to Geneva's spring interns at the first Geneva-wide intern reception hosted by the mission. Pictured with Moley are, back row from left, Jennifer Pierson, Legal Affairs; Caitlin Ostomel, Political and Specialized Agencies; Maggie Siller, also PSA; Courtney Mc Kercher, Refugee and Migration Affairs. In the front row, from left, are Kevin Smith, Management; and David Wolff, Conference on Disarmament.

"Hosting an intern is a win-win situation, for the intern and for the diplomatic post," says Human Resources Officer Barbara Lankford. "Interns play a critical role in Geneva in helping us cover the myriad meetings that we need to attend to advance U.S. multilateral objectives. And they get to take a front row seat at U.N. sessions on the issues of the hour."

"Our first intern worked with us at a time when the Doha Round of trade talks was building up," Robinson recalls. "He prepared press clips, talking points and briefing materials. So he learned about the major trade issues while he was also producing products that were helpful not just to the public affairs section, but also to our ambassador to the World Trade Organization."

Internships have the potential to steer young and talented individuals toward a career in international affairs, whether as a Foreign Service officer or in another governmental or nongovernmental organization.

"I've gained great insight into what it really means to be a Foreign Service officer," says Paula Mendez Keil, who spent this summer in the mission's political section. "I've seen firsthand both the pros and cons of the job, especially as a woman. But I am more determined than ever to join the State Department."

*The author, a graduate student at the Georgetown School of Foreign Service, was a summer intern in the public affairs section of the U.S. Mission in Geneva.*

## THE ART OF THE RECEPTION

What better preparation for real-world diplomacy? In what may have been a State Department first, student interns in Geneva were given a chance to try their hands at the essential art of hosting a successful reception.

"Having gone to several diplomatic receptions, the six of us interning at the mission in the spring of 2006 thought, 'Why not throw a reception for the other interns around the city,'" said Jennifer Pierson, a graduate student at the University of Pittsburgh School of Law who interned in the legal section. "That little snowflake of an idea became a blizzard that brought more than 300 people to the mission in April."

Human Resources Officer Barbara Lankford, who was already enthusiastic about creating a network of interns at the United Nations, international organizations and diplomatic posts in this multilateral city, was delighted with the idea.

An e-mail was sent to a handful of intern coordinators around the city and forwarded widely. Soon mission phones were ringing off the hook with requests to be included. An intern network had been born.

"We wanted to bring together the next generation of diplomats in a way where they could easily get to know each other," said Kevin Smith, a Brigham Young University student responsible for much of the event's planning. "People who didn't have much contact with the U.S. government got a chance to see that this is what the people are like, this is how we party, this is how we roll."

The "rolling" good time impressed at least one key diplomat. Ambassador Kevin E. Moley, U.S. permanent representative in Geneva at the time, said the intern reception was "the best bang for the buck" in terms of the diversity of people reached and the overwhelmingly positive impression left—and was also simply one of the best parties he'd ever attended.

As the spring 2006 interns departed Geneva, they were pleased to learn that their reception was likely to be the inspiration for future events. The German mission was talking about organizing a similar event. Everyone wanted to keep the momentum going and bring together bright young people from all over the world to meet and get to know their counterparts. ■

# Hard Case

## COMPETITION GIVES STATE VISIBILITY ON CAMPUSES **BY RACHEL FRIEDLAND**

A Department employee charged with developing creative and innovative solutions to management issues at the U.S. Embassy in Abuja and Consulate General in Lagos, Nigeria, would likely have years of knowledge, exceptional skills, advanced training and agency support to call on.

A college student, on the other hand, would have limited skills, training and support to address such issues. That did not stop dozens of undergraduate and graduate students from accepting a challenge to participate in a national case study competition sponsored by the Department.

The Office of Recruitment, Examination and Employment in the Bureau of Human Resources, in a joint venture with EdVenture Partners, designed the case study to increase the visibility of the Department and careers in the Foreign Service.

“These students want the experience and prestige associated with having worked on such a high-profile case study,” said Diane Castiglione, director of recruitment. “They want to contribute their thoughts and ideas to the Department and help to make a difference in the world.”

Bridgette Braig, a former professor and owner of a consumer research and consulting firm, together with several employees from the Bureau of Administration, designed a realistic scenario that management officers working overseas might encounter.

### FOCUS SCHOOLS

The Department then extended invitations to its focus schools, including those with diplomats in residence. Of the 58 invitees, 9 accepted: The Ohio State University, Georgetown University, St. Mary's University, University of Wisconsin at Madison, Rice University, Emory University, Air Force Institute of Technology, University of Wisconsin at Whitewater and University of California at Berkeley.

In all, 78 students accepted the challenge and spent six months conducting research and interviews and developing a more thorough understanding of, and appreciation for, the Department and its mission.

After receiving background information about the Department and its objectives, each three- to five-person student team addressed a number of analytical questions and situations regarding three specific human resource challenges: (1) attracting qualified mid-level Foreign Service officers and retaining dependable Foreign Service National employees at these posts; (2) implementing programs and policies to improve workplace morale, employee skills and the work environment; and (3) staffing and outsourcing options for efficient use of resources.

“These students bring varied educational and cultural backgrounds and perspectives to the table,” said Robyn Hinson-Jones, chief of outreach and coordinator of the Diplomats in Residence program. “They represent a broad cross section of American students, including military, Midwestern public institutions and Ivy League schools. They represent America.”

Each team submitted its case study assignment to its professors for grading. In addition, one team per institution submitted a problem solution for entry into the competition. A pool of professors outside of the participating schools reviewed the submissions

and selected the top three teams to present their solutions to a Department panel in Washington. These teams represented the Air Force Institute of Technology, The Ohio State University and the University of Wisconsin-Madison.

On May 17, the top three teams presented their solutions to the panel of Teddy Taylor, deputy assistant secretary, Bureau of Human Resources; Marianne Myles, director of Recruitment, Examination and Employment, Bureau of Human Resources; Larry Richter, supervisory post management officer, Bureau of European and Eurasian Affairs; Fred Cook, senior adviser, Bureau of Administration; Lois Price-Ascroft, principal management officer for West Africa, Bureau of African Affairs; and Ms. Hinson-Jones.



*The winning Air Force Institute of Technology team poses with Bureau of Human Resources Deputy Assistant Secretary Teddy Taylor, third from right.*

### WELL LEARNED

The Air Force Institute of Technology won first place, Ohio State came in second and Wisconsin finished third. The teams were awarded \$3,000, \$2,000 and \$1,000, respectively. They also received an all-expenses-paid trip to Washington to present their cases.

Loren Kuzuhara, a professor in the Department of Management and Human Resources of the University of Wisconsin-Madison's School of Business, said, “The case competition was a fabulous learning experience for my students; I hope that you will sponsor this event in the future.”

According to Karin Fonte, account supervisor for EdVenture Partners, “Students bring innovative ideas and perspectives that tell us how they can be reached, how they think and how they perceive the Department of State. We found a management organization with more than 70 chapters, Sigma Iota Epsilon, that showed great interest in participating. This organization could potentially become a great partner for the Department.”

Ms. Hinson-Jones said the value of this program and similar peer-to-peer programs is “helping us to build a constituency among college students who will be the leaders of tomorrow.” ■

*The author is a recruitment marketing communications specialist in the Office of Recruitment, Examination and Employment.*

# "Way Leads on to Way"

MUSEUM CONNECTS DIVERGENT ROADS FOR AMERICAN INDIAN FSO **BY J. MICHELLE SCHOHN**

I seem to travel through life on two separate paths: the path of who I am and the path of what I am. I am a Foreign Service officer, but I also am an American Indian.

The paths have seemed very different. At a conference for American Indian educators, a recruiter for the State Department hoping to increase the number of American Indian applicants told me he did not know of a single American Indian serving at State. (I have since learned of at least one other.) As I studied Hebrew in preparation for my assignment to Jerusalem, the paths seemed as far apart as ever.

Then the National Museum of the American Indian opened and my two paths crossed.

A visit to the museum was one of several excursions our Hebrew class took to find new ways to expand our use of the language. We also listened to speakers from Israel and described Hebrew exhibits at the Smithsonian Museum of American History. These encounters provide a nice change from the usual class structure and have proven invaluable in assisting students to learn the language.

Because one of our instructors, Sarah Kuhnreich, knew that I was Indian, she sug-

gested I plan and guide an excursion to the new Museum of the American Indian and use the trip to share with the class—in Hebrew, of course—a bit about my heritage.

So one sunny autumn afternoon, Andy Abell, Deborah Campbell, Col. John Hill, Fahez Nadi and I, along with Sarah, met at the museum. We began the day with a movie and then headed off to a lunch of traditional Indian foods at the cafeteria.

When lunch was over, Sarah asked each of us to find an exhibit to report on to the class. Before we separated, she asked me if I wanted to say anything.

I decided to tell them a story in Hebrew—a Catawba Indian story about how Rabbit stole fire from Vulture and gave it to humankind.

I had not realized when I put on a black vest with a small, beaded medicine-wheel pin that morning that all the museum

employees also wore black vests. So as I stood overlooking the central stone gathering area, speaking in my new language about the traditions of my people, tourists began to inch toward us, straining to hear the story told in what they must have taken to be an ancient Indian language. Little did they

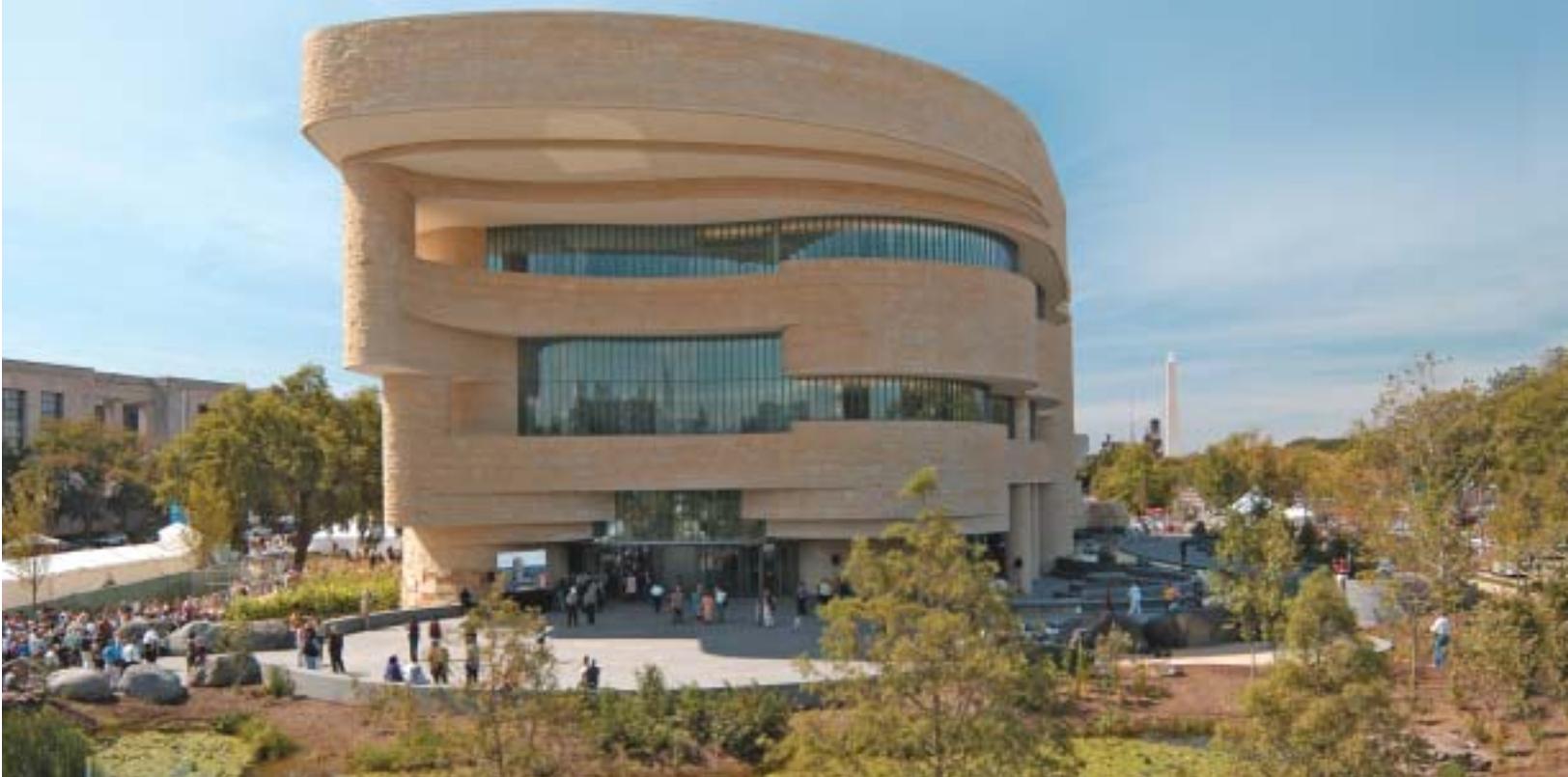


*Above: From left, Fahez Nadi, Michelle Schohn, Andy Abell and Deborah Campbell pose at the National Museum of the American Indian. Below: The exterior of the museum on opening day.*

know that it was an ancient language, but not an Indian one—unless you believe Indians are one of the lost tribes.

And so there I was: an Indian, a Hebrew student and a Foreign Service officer, all rolled into one. The paths had crossed. ■

*The author is a vice consul at the U.S. Consulate General in Jerusalem.*



# Silver

KATRINA EVACUEES BRING TALENTS TO STATE

*A resident touches the reconstructed wall of a levee at the lower Ninth Ward canal during an anniversary ceremony.*



# Lining

STORY BY JEAN NEITZKE

*A brass band played during a traditional jazz funeral procession in New Orleans marking the first anniversary of Hurricane Katrina.*

renew orleans

It would have been understandable if Ebony Smith, Dwayne Berry and Shelina Hardwick had given in to despair after Hurricane Katrina hit their homes in the New Orleans area last summer. They could have spent their time bemoaning their fate or wondering about their future.

But that's not what they did. The three, who found a temporary professional home at State, didn't waste time feeling sorry for themselves. They had lost virtually all their possessions and knew they had work to do—finding jobs or finding a way back to college.

All three evacuees went to a job fair at the D.C. Armory, where they were among hundreds who met with Bruce Cole, deputy director of the Department's Office of Recruitment, Examination and Employment, and REE registrar Carolyn Torrence.

The Department was the only federal agency that responded to the President's call to go to the armory and facilitate employment for relocated Katrina victims. The State team handled issues beyond



employment concerns. Some people, like the elderly man who had lost contact with his son, just wanted to talk. A little research by the State team located the son and the two were put in touch. Some job seekers had skills that weren't directly relevant to the Department's work, but the State team helped them make contacts and find work elsewhere.

#### *Essentials Only*

Ms. Smith, who has family in the D.C. area, and Mr. Berry came here from Texas.

They had left New Orleans with the barest essentials, thinking they'd be away only a few days. The only nonessential item Ms. Smith took was her photo album; she thought she could reorganize it during downtime in Texas.

On arriving in Washington, Ms. Smith made getting a job a full-time pursuit. Her previous work experience with the New Orleans police department on worker's compensation issues was a plus. Lockheed Martin expressed interest in hiring her on contract.

Mr. Berry had been pursuing a degree in exercise physiology at the University of New Orleans. With difficult-to-reach references and the loss of job-related materials, including articles he had written, he received a lukewarm reception at Washington area gyms. His previous employer, a gym in New Orleans, has only just reopened.

For Ms. Hardwick, the choice to relocate to Washington stemmed from her desire to continue her studies at Howard University, which has a well-regarded pharmacy

*Above, from left: Shelina Hardwick, Dwayne Berry and Ebony Smith pose outside their offices in Columbia Plaza. This photo: Tourists walk on Bourbon Street in the French Quarter of New Orleans.*



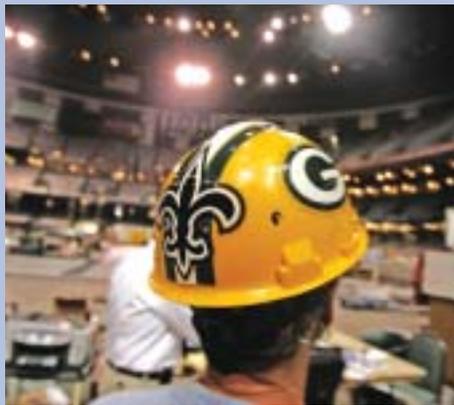
school. Her fiancé was serving in the U.S. Air Force here, but otherwise she had no connection to the city.

A full-scholarship recipient at Xavier University in New Orleans, Ms. Hardwick was hopeful that the funding could be transferred to Howard, to which she applied online through the courtesy of a Federal Express office in Mississippi, where she stopped in the days following the hurricane.

With help from D.C. resident Vanessa Dixon, she ended up with an apartment, some furniture and a full course load at Howard. With these basics covered, Ms. Hardwick turned her attention to finding a job to support herself in school.

### *Work Ethics*

The Department hired these three out of approximately 30 people who filled out the Department's "Survey of Employment Interest." Ms. Smith assists the workers' compensation program coordinator in the Office of Employee Relations. Mr. Berry and Ms. Hardwick became case coordinators in the Office of Medical Services'



Employee Consultation Service.

"We were delighted to offer Ebony, Dwayne and Shelina employment at State," Mr. Cole said. "They brought positive personal attributes, a strong work ethic and valuable experience to their work here."

Ms. Hardwick returned to New Orleans for the spring semester to keep her scholarship, but came back to the Department as a summer intern. Ms. Smith plans to make the D.C. area her home. Mr. Berry returned to New Orleans in September to

take the new job he had been offered the day before Katrina struck—as a personal trainer at Louisiana State University.

Reflecting on their experiences over the last year, all three were grateful for the opportunities they have been given by the Department.

"Working for State was a longtime dream for me," said Ms. Hardwick. She hopes to combine her intellectual and personal passions in a State career and thinks that a law degree may be in the mix.

Ms. Smith has been accepted in the Civil Service Career Entry Program. Mr. Berry plans to resume his education and hopes at some point to combine his love of athletics with a career in public service.

"Although Shelina, Dwayne and Ebony have undergone a tremendously difficult experience, they clearly have what it takes to succeed, both here at State and in the wider world," said Mr. Cole. ■

*The author is a rehired annuitant (WAE) in the Office of Recruitment, Examination and Employment.*

*Above: A construction worker—and football fan—helps restore the Superdome in time for the New Orleans Saints home opener. This photo: A woman pushes a child in a wheelbarrow along the Industrial Canal levee of the lower Ninth Ward of New Orleans.*



*A Royal Australian Air Force Boeing 707 similar to the one granted clearance to land in Honolulu by Assistant Secretary John Hillen on July 10.*



# Cleared for Landing

DIPLOMATIC FLIGHT CLEARANCES IN THE ERA OF TRANSFORMATIONAL DIPLOMACY **BY STEVE STEVENS**

On July 10, Assistant Secretary for Political-Military Affairs John Hillen transformed the way the State Department grants official permission for foreign diplomatic aircraft to overfly and land in the United States. With the click of a mouse, Dr. Hillen authorized an Australian Boeing 707 to land in Honolulu by issuing the first diplomatic clearance granted via the Department's new Diplomatic Clearance Application System web site. Public law 103-272 requires that foreign military- or state-owned aircraft be issued a diplomatic clearance number by the Department of State before entering U.S. airspace.

For Brigadier General (Select) Lyn D. Sherlock's Office of International Security Operations, July 10 was a major milestone in its ongoing effort to achieve operational efficiencies through innovative, state-of-

the-art technology. The new application system—an online rapid multiple-user web site—replaces a cumbersome and time-intensive paper application process while dramatically reducing the staff hours required for application adjudication.

Before the new online system was launched, the Department would receive via facsimile diplomatic notes from embassies requesting flight clearances. PM/ISO action officers would then log flight information into a Microsoft Access database, review and approve or decline action on the application, and notify the requesting embassy by facsimile. PM processed up to 5,000 requests annually from 172 Washington-based foreign embassies.

The new system changes all that. Developed by FGM, Inc., under the supervision of PM/ISO Deputy Director

Timothy G. Ryan, the system improves the coordination process within the Department by eliminating redundancy and empowering trained foreign embassy personnel to submit, monitor and track their clearance applications in real time, from any Internet-accessible computer. In addition to expediting the review process and improving communications between PM/ISO and foreign embassy personnel, the system enhances information security by requiring users to enter an individualized username and password issued only to trained personnel.

“The new system is a huge improvement from what we were using before,” says PM/ISO's Caitlin Moore. “It has not only made our job easier, but it's also been well received by the embassies and government agencies.”

DCAS goes beyond streamlining the application process. It also allows government agencies such as the Federal Aviation

PHOTOGRAPHS: (ABOVE): U.S. DEPARTMENT OF DEFENSE; (OPPOSITE PAGE): OFFICE OF INTERNATIONAL SECURITY



*Above: Assistant Secretary for Political-Military Affairs John Hillen, center, visits with Office of International Security Operations Director Brigadier General (Select) Lyn Sherlock, left, and Chief of Foreign Flight Operations Steve Stevens. Below: Assistant Secretary Hillen, who had just authorized the first diplomatic clearance sent via the Diplomatic Clearance Application System to the Government of Australia with a single click of the mouse.*

Administration to access and review the latest flight clearance information. "In the past, the FAA and others had to wait for our end-of-day report to learn of recently submitted flights," says Capt. Frank Ponds, the senior naval representative at PM/ISO. "Now they can log on from any computer and see the latest diplomatic flight clearance information."

Capt. Ponds shaped the DCAS training plan for sessions PM/ISO conducted in July for foreign embassy and U.S. government agency personnel. PM/ISO Chief of Current Operations Scott Page says the goal is to have all 172 Washington-based foreign embassies trained and able to submit applications for diplomatic flight clearances online using DCAS by January 2007.

"With DCAS, we're setting the standard," says PM/ISO's Meghan Madden. "We looked beyond ISO's immediate requirements to create a user-friendly system that caters to the needs of other offices within State, our counterparts



at foreign embassies and other U.S. government agencies alike."

PM/ISO Office Director Sherlock sees DCAS as a first step in modernizing the way PM/ISO does business.

"The application of an IT solution to enhance the diplomatic flight clearance process is about more than making our jobs easier," says Brigadier General (Select) Sherlock. "It's really about investing in a tool that improves the way we do business by increasing efficiency and catering to the needs of both embassies and other government agencies."

"And we're not resting on our laurels. We are already well along in developing the next version of DCAS, which will allow foreign embassies to submit diplomatic ship clearance requests online. And we will be working with our contractor and with our very supportive IT colleagues in State to identify collaborative architecture and other tools that will make PM/ISO's Political Military Action Team even more efficient. We believe that PM is leading the way in making some of the improvements required by Secretary Rice's transformational diplomacy initiative." ■

*The author is chief of foreign flight operations in the Office of International Security Operations.*



*Celebrating the new Council of American Ambassadors' fellowships program are, from left, Ambassadors Abelardo Valdez and Julia Chang Bloch, co-chairs of the Fellowships Committee; 2006 fellows James Madsen, Meghan Mahoney, Evan Hill and Aisha Sabar; and Director General George M. Staples.*

## Council of American Ambassadors Establishes Fellowships Program at State

By Carolyn Gretzinger

The Council of American Ambassadors has established a fellowships program in cooperation with the Department of State to train young leaders in diplomacy and international affairs for service to the nation. Available to U.S. undergraduate students who have completed their junior year at an accredited U.S. college or university, the council fellowships program incorporates high-level mentoring by former U.S. ambassadors who are members of the council, Department internships and academic studies in international affairs at Georgetown University. The program awards each fellow \$5,000, which is applied to the cost of the program.

The council recently inaugurated its cooperative program with the Department and welcomed its 2006 fellows at a reception at DACOR Bacon House. Former Ambassador Abelardo L. Valdez, vice chair of the council and co-chair with former Ambassador Julia Chang Bloch of the fellowships program, called the program a unique combination of practical training and academic study to develop young leaders in diplomacy and international affairs for service to the nation.

"On the occasion of the 20th anniversary of its founding, the council's board of directors decided that the establishment of this program would be an appropriate way to share the experience and knowledge of its members with the next generation of American leaders," Ambassador Valdez said.

Ambassador George M. Staples, Director General of the Foreign Service, said the Department was pleased to cooperate with the Council of American Ambassadors in the program.

"We need more leaders who can help us to conduct America's foreign relations in these challenging times," Ambassador Staples said.

As part of the program, the fellows receive valuable advice from former U.S. ambassadors who are members of the council and who serve as mentors, meeting the fellows on a regular basis to discuss international affairs issues and careers.

Practical training at the Department of State complements the mentorship. As part of the council-State collaborative effort, Council fellows obtain internships at the Department where they gain important experience and receive guidance from active members of the Foreign Service.

"Thanks to the strong support from Director General Staples, his predecessor Ambassador W. Robert Pearson and Director of Recruit-

{ “We need **more leaders** who can help us to conduct America’s foreign relations in these **challenging times.**” }

ment Diane Castiglione, the council is able to include this key experience as part of its overall program,” said Ambassador Valdez.

The third element of the fellowships program is academic study. During their 10-week summer program, council fellows, through an agreement with The Fund for American Studies, pursue courses in international politics and comparative economic systems at Georgetown University and reside in campus housing. Ambassador Bloch pointed out that the fellows earn academic credit for their course work, another important benefit that underscores the program’s comprehensive approach to international affairs training.

Fellows are chosen through a rigorous selection process based on academic and extracurricular achievement, a strong commitment to a career in international affairs, leadership skills and writing talent as evidenced by course work and an essay on international affairs submitted as part of the program’s application requirements. Foreign language study, diversity and the applicant’s work ethic and sense of responsibility as measured by academic and employment experience are key factors in the selection process.

The following individuals are the council’s 2006 fellows:

- **Evan Hill**, who is majoring in journalism with a minor in Asian and Middle Eastern Studies at Northwestern University. Evan is interning in the Bureau of Near Eastern Affairs, and his mentors are former Ambassadors Julia Chang Bloch (Nepal and Assistant Administrator, U.S. Agency for International Development); Timothy A. Chorba (Singapore); and Robert D. Stuart Jr. (Norway).
- **James Madsen**, who is majoring in Political Science with a focus on International Relations at Stanford University. James is interning in the Bureau of Political and Military Affairs, and his mentors are former Ambassadors Timothy L. Towell

(Paraguay) and Abelardo L. Valdez (U.S. Chief of Protocol and Assistant Administrator, USAID).

- **Meghan Mahoney**, who is majoring in International Studies and Economics at American University. Meghan is interning in the Bureau of Western Hemisphere Affairs, and her mentors are former Ambassadors G. Philip Hughes (Barbados and Eastern Caribbean) and Thomas Patrick Melady (Burundi, Uganda and the Holy See).
- **Aisha Sabar**, who is majoring in Political Science and Arabic at Washington University in St. Louis. Aisha is interning in the Bureau of South and Central Asian Affairs, and her mentors are former Ambassadors Patricia Gates Lynch Ewell (Madagascar and Comoros) and Stuart A. Holliday (U.S. Mission to the United Nations).

“It is hoped that the council’s fellowships program, with its potent combination of mentoring, practical training and academic study, will inspire and prepare the fellows to assume the responsibility of helping America to strengthen alliances and promote democracy, peace, human rights and prosperity in her relations with other countries around the world,” Amb. Valdez said.

Funded during the first three years of its operation with contributions from council members and friends, the council’s fellowships program was given a major boost in late August, when the Annenberg Foundation awarded a grant of \$500,000 in the name of Ambassadors Walter and Leonore Annenberg. The late Walter Annenberg served as the U.S. Ambassador to the Court of St. James’s and Leonore Annenberg served as the U.S. Chief of Protocol. ■

*The author is executive director of the Council of American Ambassadors.*

## Council Serves on Behalf of the United States

The Council of American Ambassadors is a nonprofit, nonpartisan association that endeavors to educate the public about policy issues affecting the national interest. It also supports the role of the ambassador and the embassy team in carrying out U.S. foreign policy in countries around the world. In addition to the fellowships program, the council holds conferences on international issues throughout the United States, conducts overseas fact-finding missions and publishes a semiannual journal, *The Ambassadors REVIEW*.

Headed by Bruce S. Gelb, former U.S. ambassador to Belgium and director of the U.S. Information Agency, the Council consists of more than 200 current and former U.S. ambassadors who left the private sector or other governmental responsibilities at the President’s call to serve in a diplomatic capacity on behalf of the United States.





Office Director Maurice Parker, center, and his division chiefs: from left, Rob Wiley, Patricia Pittarelli, Marquita Barnes and Judy Ikels.

# EMPLOYEE RELATIONS

REACHING OUT TO STATE'S EXTENDED EMPLOYEE FAMILY

**BY ROB WILEY**

Sooner or later, the Office of Employee Relations touches just about every State Department employee—Foreign and Civil Service, Locally Employed staff and contractors. Sooner or later, every employee will need something—big or small—that this office provides.

An employee transferring from another federal agency could need help in getting his or her leave balances transmitted to the Department. A worker injured while on official duty might require

guidance in dealing with the Department of Labor on workers' compensation. A young college graduate just embarking on a federal career may be looking for ways to help pay off student loans.

Young families could be looking for ways to balance their work responsibilities with their home lives. Or employees may find themselves facing emergency medical crises involving parents or other loved ones, and turn to Employee Relations for quick answers and possible solutions.

## BROAD PORTFOLIO

Operating under the Bureau of Human Resources umbrella, Employee Relations consists of four divisions that serve the entire Department—Civil Service, Foreign Service, Locally Employed Staff, domestic and aboard with a wide range of human resource, policy and benefit issues. The office works with senior management to set up strategic directions for the Bureau by developing and implementing policies and programs.

Employee Relations analyzes and reviews new or proposed legislation from other federal agencies such as the Office of Personnel Management and the Department of Labor, as well as Department of State guidance and Presidential directives. ER employees determine the impact of such legislation on existing programs and policies and recommend possible process and policy changes the proposed legislation might require.

The office—located in Columbia Plaza and staffed by 22 full-time employees, 9 contracted workers and 2 WAEs—supports Human Resources by developing, applying and promoting quality of life policies and programs, maintaining human resources regulations, administering the discipline process and regularly communicating to employees about the Department's work and its accomplishments.

Four divisions carry out the ER mission—Employee Programs; Work/Life Programs; Conduct, Suitability and Discipline; and the *State Magazine* Division.

## EMPLOYEE PROGRAMS

Under Division Chief Judy Ikels, EP develops and administers policy for leave programs such as the Family Medical Leave Act (see "Family Ties" on page 40), the Family-Friendly Leave Act and

# At a Glance

## Office name

Office of Employee Relations

## Symbol

HR/ER

## Office director

Maurice S. Parker

## Staff size

22 Full-time; 9 Contracted; 2 WAE

## Office location

H-236, SA-1

## Web site

<http://hrweb.hr.state.gov/er>

the Voluntary Leave Transfer Program. The division also administers other leave and travel programs unique to overseas service such as home leave, emergency visitation travel and rest and recuperation. The division works closely with the Office of Transportation and Travel Management in the Bureau of Administration, which retains responsibility for developing policy for travel in general.



*Employee Programs Director Judy Ikels, front row center, surrounded by her staff: seated, from left, Heather Stokes and Deborah Ellis; standing from left, Penny McMurtry, Lisa McWilliams and Ebony Smith.*



*Work/Life Programs Director Patricia Pittarelli, back row, left, and her staff in the Diplotots playground: front row, from left, Penny McMurtry and Michael Hollis II; middle row, from left, Blair Taylor, Emmie Hoover, Patricia Huff, Mark Bison and Jennifer Leland; back row, from left, Alicia Cahoon, Eliza Bethune-King and Mary Jean Dixon.*

EP coordinates the Workers' Compensation for the Department, helping to get the appropriate benefits in the hands of employees injured on the job. EP advises employees and managers on effective use of flexible workplace programs including telework, alternate work schedules, job sharing and part-time work schedules. The division manages the Department's student loan repayment program and the popular transit subsidy benefit Metrochek.

The division is the editor and scribe for Human Resource regulations in Volume 3 of The Foreign Affairs Manual and Foreign Affairs Handbook and coordinates with other offices in Human Resources to issue new and revised HR policies.

#### WORK/LIFE PROGRAMS

Guided by Division Chief Patricia Pittarelli, Work/Life provides a vital link between the Department's Human Resources special-

ists, managers and employees on many work/life issues. The division provides up-to-date information, technical assistance, policy direction and guidance and advisory services to Department employees worldwide about work/life initiatives and benefits.

Work/Life Program areas fall into these basic categories: Combined Federal Campaign; Dependent Care Programs, including Eldercare Emergency Visitation travel; Disability Program Policy and Reasonable Accommodation services (see "Leveling Fields" on page 38); Health, Life and Long-term Care Insurance programs; Savings Bonds; and IQ: Information Quest.

In several areas, WLP employees closely coordinate their efforts with other key offices in the Department. For example, they frequently work with the Office of Medical Services' Employee Consultation Service, which gives Foreign and Civil Service employees the opportunity to discuss a wide range of issues affecting individual employees, married couples, family or workplace. All discussions are private and strictly confidential.

ECS offers consultations and support to Foreign Service families who have children with special educational needs. Support services include coordination of post approval and medical clearance recommendation processes; administrative review and assistance with compassionate curtailments; and breaks in and extensions of service.

WLP is charged with oversight of the Department's child-care centers: Diplotots at Columbia Plaza in Washington, D.C., and the FSI Child Care Center at the Foreign Service Institute in Arlington, Va. Employees also provide technical advice to the centers' boards of directors. Department employees can also utilize IQ: Information Quest to locate quality child-care centers near where they live or work anywhere in the U.S.

The division also plans and coordinates the Department's extremely popular annual Take Your Child to Work Day event in the D.C. area.

#### CONDUCT, SUITABILITY AND DISCIPLINE

CSD, currently headed by Acting Division Chief Marquita Barnes, develops and administers policies regarding the Department's suitability and disciplinary programs for Foreign and Civil Service employees, both overseas and domestically. The



*Left: Conduct, Suitability and Discipline Acting Director Marquita Barnes, left, and her staff: Gale Smith, center, and Joanne Armor. Above: State Magazine Director Rob Wiley, center, and his staff: Bill Palmer, left, and David Johnston.*



division prepares disciplinary actions for a wide variety of conduct-related issues which range from leave abuse and insubordination to misuse of government property to visa malfeasance.

The division also provides advisory services to supervisors and managers and HR specialists on how to address employee misconduct or unacceptable performance, and it performs suitability adjudication on Civil Service employees and applicants.

Approximately 70 percent of CSD's caseload is derived from reports of investigations from the Office of Inspector General and the Professional Responsibility division of Diplomatic Security's Office of Investigations and Counterintelligence. DS/ICI/PR investigates allegations of misconduct, either on- or off-duty, against State Foreign and Civil Service employees, both domestically and overseas. OIG investigates allegations of waste, fraud and mismanagement.

#### STATE MAGAZINE

This division is responsible for publishing and distributing 11 issues of *State Magazine* each year. The magazine is the Department's primary print medium through which senior management regularly communicates with employees on critical issues that affect operations and personnel. The staff works closely with other offices and divisions throughout the Department to keep its audience of active and retired employees current on personnel and policy issues that affect their careers and retirements.

*State Magazine* also publishes appropriate feature articles drafted by employees, employee family members and retirees. ■

*The author is Editor of State Magazine.*

# Leveling Fields

TECHNOLOGY AND ATTITUDES CHANGE FOR EMPLOYEES WITH DISABILITIES **BY KAREN MORRISSEY**

While working at the U.S. Embassy in Pretoria, South Africa, Lori Magnusson found it increasingly difficult to type at her computer. She has multiple sclerosis, and her fingers were numb and her wrists hurt. But by using voice recognition software called Dragon Naturally Speaking, she was able to effectively carry out her duties as the senior human resources management officer for the largest mission in sub-Saharan Africa.

Paul Schafer is a program analyst at the Bureau of Information Resource Management who consistently receives “Outstanding” ratings on his performance evaluations. He is totally blind and relies on a screen reader, which reads aloud the text on his computer screen.

“All I need is that one extra piece of technology and I can get the job done,” he says. “Without reasonable accommodation, I simply couldn’t do my job.”

The Department employs many people like Lori and Paul—talented people who also have illnesses or disabilities that make doing their jobs in the “traditional way” difficult or impossible.

Under the Rehabilitation Act of 1973, as amended, federal agencies are required to provide reasonable accommodation for known disabilities of qualified applicants and employees. Reasonable accommodation means an adjustment that enables qualified applicants and employees with disabilities to apply for jobs or perform the essential functions of their positions. The law does not require anyone to lower standards of performance or change the qualifications needed to obtain a job. Employers are not expected to provide opportunities to those who cannot perform the essential functions of their jobs.

## WORK/LIFE

At the Department of State, the Office of Employee Relations’ Work/Life Programs provide reasonable accommodation to qualified applicants and employees with disabilities.

So what exactly is reasonable accommodation? Raising a desk for a person who uses a wheelchair and providing written documents in large print for a person with impaired vision are examples of reasonable accommodation. Reasonable accommodation includes sign language interpreting services, readers for the visually impaired

Patricia Pittarelli, chief of Work/Life Programs, says her office manages about 300 active cases of employees working both in the United States and in the field, as well as Foreign Service applicants, beginning at the oral exam stage. She and her staff meet with employees and their supervisors to find solutions that meet the needs of appli-



*Jeffery Bowden, staff sign language interpreter; Patricia Pittarelli; and Patricia Huff, program assistant; in the Computer Accommodations Technology Center in SA-1. Chari Tamashiro, not shown, is also a staff sign language interpreter.*

and assistive technology such as screen-magnification software, screen-reading software and speech-recognition software.

Work/Life also loans scooters and other adaptive devices for use in the workplace. Modifications to buildings, such as the installation of automatic door openers, might also be made. Many reasonable accommodations, such as job restructuring and part-time or flexible work schedules, cost nothing.

Reasonable accommodation does not include eliminating an essential function of a position or lowering standards. It does not provide items for personal use, such as eyeglasses or hearing aids.

cants and employees with disabilities, their supervisors and the Department. While assisting employees working in U.S. embassies and consulates, Ms. Pittarelli and her staff have also suggested modifications to government housing overseas to improve the daily lives of employees with disabilities.

Ms. Pittarelli emphasizes that the Employee Relations Office, not the office where the employee works, pays for the equipment and services needed to provide reasonable accommodation. So if a qualified employee with impaired vision needs a reader or a qualified applicant with impaired hearing needs an interpreter, then the Work/Life Program will fund it.

## EQUAL ACCESS

The State Department was the first of more than 38 federal agencies to pair with the Department of Defense in the Computer/Electronic Accommodations Program, which provides assistive technology accommodations and services to people with disabilities. Eliza Bethune-King, an assistive technology expert, is the senior member on the WLP staff.

At the State Department's Computer Accommodations Technology Center in Room H-236 in SA-1, the staff of assistive technology experts gives hands-on demonstrations and evaluates assistive technology and ergonomic solutions. The idea is to provide equal access to information technology and services to employees who have vision, hearing, speech, mobility or dexterity impairments. Managers can consult with the CATC to find cost-effective accommodations to help employees perform the essential functions of their jobs. The CATC was scheduled to move to the Harry S Truman building late this summer.

How much does all this cost? Surprisingly little. According to the President's Committee Job Accommodation Network, 70 percent of accommodations provided for workers with disabilities cost less than \$500. Sometimes they cost nothing at all. Twenty-six percent cost between \$501 and \$5,000. Four percent cost \$5,001 or more.

Advances in technology, laws to promote and protect the rights of people with disabilities and more accepting attitudes by the nondisabled have helped to level the playing field so that people with disabilities can join the Department workforce, or remain in it, and contribute toward meeting its mission objectives. Supervisors are becoming more aware of the benefits of accommo-

## Facts and Stats

According to the U.S. Census Bureau, about 49.7 million Americans have a disability. About two-thirds of these individuals have a severe disability.

According to Georgetown University's Center on an Aging Society, more than one-third of adults ages 18 to 65 have at least one chronic health condition, such as diabetes or arthritis, which may result in disabilities.

Reasonable accommodation may include providing equipment or devices for use at work, such as scooters, speech-recognition software or automatic door openers.

Most reasonable accommodations cost less than \$500.

Many reasonable accommodations, such as job restructuring as well as part-time or flexible work schedules, cost nothing.

Reasonable accommodation does not include eliminating an essential function of the position or lowering standards.

dating capable employees who happen to have disabilities so that they can continue to perform their essential functions.

For more information about Work/Life Programs, contact Eliza Bethune-King at (202) 261-8173, e-mail [Bethune-KingEK@state.gov](mailto:Bethune-KingEK@state.gov), or visit the Intranet web site at [http://hrweb.hr.state.gov/er/worklife/Disability Services](http://hrweb.hr.state.gov/er/worklife/Disability%20Services). ■

*The author is a public diplomacy officer and a 2005–06 Una Chapman Cox fellow.*

## SUPERVISORY SUPPORT MAKES WORK LIFE MORE REWARDING BY KAREN MORRISSEY

As every employee knows, a good supervisor makes life at work more productive and rewarding. Program Analyst Paul Schafer emphasizes that the support of his supervisor, Division Chief Tin Cao, has been crucial to his success in the Bureau of Information Resource Management.

Mr. Cao notes that by providing Schafer with a screen reader and headphones, the Department enabled him to fill multiple roles and perform his various duties successfully and usually independently.

"I strongly endorse that my fellow managers consider the opportunities and benefits afforded by employing such tools for their current or future employees with disabilities," Mr. Cao says.

Working with those Department-provided tools, Mr. Schafer has contributed to the success of several high-priority projects.

"Paul is a team member of the IRM Program for Accessible Computer/Communication Technology team (IMPACT), which is the Department's resource for the implementation of legislation such as Section 508 of the Rehabilitation Act to meet the accessibility requirements of employees and U.S. citizens who use the Department's information and services," Mr. Cao says. "According to founder/manager Charmaine Iversen,



*Program Analyst Paul Schafer, who is totally blind, says reasonable accommodation "levels the playing field, so that all employees can do their jobs well in an inclusive environment. Without reasonable accommodation, I simply couldn't do my job."*

IMPACT addressed 2,150 e-mail inquiries and requests from employees representing 30 bureaus worldwide in 2005. This feat would not have been possible without the use of assistive technology by IMPACT team members."

Ms. Iversen notes that the whole Department benefits when employees are provided the assistive technology required to get the job done. The Department meets statutory requirements and also shows its commitment to a diverse workforce where each and every employee has a part in support of the Department's diplomatic mission.

David Geyer, who is on paternal leave, holds daughter Abigail. Beside him are Benjamin, left, and Jonathan.



# Family Ties

PATERNAL LEAVE HELPS BUILD STRONG FAMILIES **BY TERESA POYNER**

The days when fathers sat in hospital waiting rooms while mothers gave birth to their children are long gone. These days, most fathers want to be actively involved in all aspects of the mom's prenatal care, the birth of their child, care of the mother while she's recuperating and bonding with their newborn. The federal government offers options—for both the mother and father—for these purposes.

**Prenatal Care:** A father is entitled to use his accrued sick leave—up to 480 hours—to accompany the mother to medical appointments and to care for her during any period of incapacitation she may have, such as bed rest prior to delivery.

A father may also request to use his accrued annual leave, advance annual leave (not to exceed the amount to be earned by the end of the leave year), up to 40 hours of advance sick

leave, and/or leave without pay. He is also eligible for the Voluntary Leave Transfer Program to care for the mother during her incapacitation and recuperation if he has exhausted his annual leave and applicable accrued sick leave.

**Birth of the Child and Postnatal Care of the Mother:** The rules for use of sick leave, annual leave, leave without pay and the Voluntary Leave Transfer Program are the same for

## The days when fathers sat in hospital waiting rooms while mothers gave birth to their children are long gone.

the birth and mother's recuperation as for pre-natal care.

For the mother's period of incapacitation, the father may invoke the FMLA, which allows the employee to take up to 12 weeks of unpaid absence for the birth of a baby. A 30-day advance notice in writing is required, if possible. The FMLA entitlement is separate from the entitlement to use accrued sick leave, so the father need not invoke the FMLA until he has exhausted applicable accrued sick leave.

**Bonding with the Baby:** A father is entitled to invoke the FMLA for up to 12 weeks for bonding with his baby. (All absences under the FMLA for whatever purpose may not exceed 12 weeks in a one-year period.) He may use it anytime in the first year of the baby's life, as long as the 12 weeks will be completed before the child's first birthday. The father may request to use the 12 weeks on an intermittent basis. An intermittent schedule requires the approval of the supervisor. Accrued annual leave may be substituted for leave without pay.

A common misconception is that sick leave may be used to stay home with a well baby. Although sick leave may be used if the child is ill or for doctor's appointments, only leave without pay or annual leave may be used for this period of bonding.

Employees must keep their supervisors apprised of their plans and ensure that timekeepers have the necessary information to complete timecards. The bureau executive offices and human resources officers overseas are an employee's first point of contact. The Office of Employee Relations is available to provide guidance.

Regulations on the leave programs are as follows:

- Sick Leave— 3 FAM 3420 and 3 FAH-1 H-3420
- Annual Leave— 3 FAM 3410
- Family Medical Leave Act— 3 FAM 3530
- Voluntary Leave Transfer Program— 3 FAM 3340

OPM regulations governing the FMLA are online at [www.opm.gov/flsa/oca/leave/html/fmlaregs.htm](http://www.opm.gov/flsa/oca/leave/html/fmlaregs.htm). ■

*The author is a personnel specialist in the Office of Employee Relations.*

**“**Under the Family Medical Leave Act, I took 12 weeks of leave to take care of our second child. Starting this month (August), I am also taking several months off to take care of our seven-month-old daughter. Parents face many challenges today, juggling the conflicting obligations of careers and children. Family leave gives fathers, as well as mothers, time to meet these obligations more flexibly, both at home and in the workplace. Staying home with our son was the best decision I could have made, allowing me to spend both quantity time and quality time with him. I now look forward to a similar experience with my daughter.”

**David C. Geyer**  
Office of the Historian,  
Bureau of Public Affairs

*“I have three children for whom I've used leave to take care of and bond with during their first months. It's only natural for fathers as well as mothers to spend time with their newborn children. Thanks to the FMLA, working fathers and mothers are given a chance to lay the foundation for a strong family.”*

**Charles Daley**  
Office of Information  
Programs and Services,  
Bureau of Administration





# The White Stuff

COMPUTER WIZ PURSUES  
HIS PASSION FOR POWDER  
**BY JENNIFER LELAND**

If there's one thing most people know about Paul Schafer, it's that he loves to ski.

He saves his annual leave for a one-month trip to the mountains. With the same zeal for new challenges he brings to his information technology work at the Department, he pursues some of the country's most difficult terrain undaunted by one additional challenge—he is blind.

Paul, who works in the Bureau of Information Resource Management, describes alpine skiing as his greatest athletic passion.

"I get bored quickly," he says. "I need new challenges."

Whether navigating his favorite "steeps and deeps" in Utah, California and Wyoming



Opposite page: The slopes at Solitude, Utah, bring smiles to Paul Schafer after a day's run. Above left: Paul Schafer doubles his pleasure with a second run down Montes at Kirkwood, Calif. Right: Lori Beach guides Paul down a powder-infected mogul run in Solitude, Utah.

“To relax some people go to saunas. I like to get out of town and go to the mountains to ski.”

or creating computer software, it's clear Paul doesn't shy away from new territory.

A Baltimore native with degrees in philosophy and psychology who loves to read science fiction and has eclectic tastes in music, Paul has found a way to balance his dual interests in technology and athletics since childhood. Before joining the Department, he started PPS Enterprises—a company that provided assistive technology as well as training to vocational rehabilitation counselors and people with disabilities.

“I like serving people and solving problems,” Paul says. “I know I want a job that helps people, but you want to have challenges. That's rewarding to me.”

When not seated in front of a computer, Paul is quick to enjoy activities that are anything but sedentary, including lap swimming, martial arts, horseback riding, canoeing and kayaking, in addition to alpine skiing.

Starting at the Wintergreen, Va., ski resort in 1987—years after losing his vision—Paul learned to ski and gradually increased his skills and the duration of his mountain excursions. For the past three

years, in fact, ski trips “have claimed all of my generous leave from Uncle Sam,” he says. “This is what it takes to improve.”

Paul, who has trained and skied throughout the country with many different guides, prefers to ski untethered and stick to what he calls a simple system: a guide skiing behind him narrating their moves with a short vocabulary list preceded by the word “and” to prepare him for the instruction. Though some skiers with visual impairments want every turn called, Paul prefers as little information as possible and likes to go from peak to base without interruption.

The challenge is responding quickly to the commands. “It's sort of like a video game,” explains Paul, who has an untarnished record of avoiding major injury even as he has been “tackling challenges like moguls, chutes, off-piste terrain, traversing onto cornices, and boot-packing it to powder heaven.”

Between ski seasons, Paul finds other antidotes to his desk job. He stays in shape swimming laps four times a week, having joined two swim teams and overcome the anxiety of a near-drowning experience in childhood. He has also studied kung fu,

shotokan karate and judo and trained for horseback-riding competitions in high school and college. In fact, it was a summer job in high school working with computers that funded the purchase of his horse “Copper.”

Paul also serves as a director on the board of Discovery Blind Sports, an organization dedicated to fostering self-sufficiency in blind and visually impaired children and adults through physical activities.

Despite his busy schedule, he is already planning his next trip.

“To relax, some people go to saunas,” he says. “I like to get out of town and go to the mountains to ski.”

This year Paul plans to wed his two passions by skiing with an earpiece that records the sounds of his alpine adventures. The audio postcards, along with pictures of Paul in action, will be available on his personal web site. No doubt they'll confirm the observation of one of Paul's guides from Park City, Utah: “Skiing with Paul is a kick in the pants!” ■

*The author is a writer/editor at State Magazine.*

# 'Tis the Season

IT'S TIME FOR SEASONAL FLU SHOTS

BY SARAH CALLINAN



Influenza, or flu, continues to be a major public health concern. Although avian influenza has recently been the focus of a worldwide public health effort and much media publicity, seasonal influenza annually claims more than 30,000 American lives.

Influenza is a respiratory illness caused by a virus. The most common method for this virus to spread is when a person with influenza coughs or sneezes, exposing an uninfected person to droplets containing the virus. The virus enters the body through mucous membranes of the mouth, nose or eyes. Once in the body, it attacks the cells of the respiratory system, producing high fever,

headache, muscle aches, cough, sore throat, stuffy or runny nose, chills and fatigue.

Generally, healthy individuals will successfully fight off the virus and recover in five to seven days. Individuals with chronic illnesses, the elderly and the very young often lack the necessary immunity or have impaired body defenses and cannot fight off the virus. They can have a more severe course, with complications leading to bacterial pneumonia, respiratory failure and possibly death.

Prevention is the best way to combat influenza. The yearly influenza vaccine is the most effective method of protection. The vaccine, changed annually in anti-

ciation of expected flu strains, boosts the body's immune system to either prevent influenza or minimize its effect.

Two types of influenza vaccine are available in the United States: an injection and an intranasal spray. The injectable vaccine can be used by people six months of age and older (with some variations between vaccine brands). The nasal spray can be used by healthy persons ages 5 to 49. In some situations, antiviral drugs might also be useful.

The optimal time for vaccination is October to December. Vaccination beyond December can still be effective.



Above: Contract nurse Connie Ikonomou offers service with a smile. Right: It's time to roll up those sleeves.

The influenza vaccines are very safe. Serious or life-threatening allergic reactions are quite rare.

Mild side effects of the injectable vaccine might include soreness, redness or swelling where the shot was given; fever; and aches. If these problems occur, they usually begin soon after the shot and last one to two days.

Side effects of the nasal spray vaccine might include runny nose, nasal congestion, headache, muscle aches, fever, abdominal pain or occasional vomiting, cough, chills, tiredness, weakness and sore throat. More serious reactions can occur.

Who should receive the vaccine?

In general, it is recommended that all travelers receive the flu vaccine. High-risk travelers would include

- Those traveling to countries where flu activity is widespread or epidemic;
- Those traveling to countries that are international gateways or highly visited destinations;
- Those age 50 or older or those of any age who have any chronic or immune-compromising condition.

The following people should be vaccinated regardless of travel considerations:

- Children age 6 to 59 months and close contacts of children up to 59 months;
- Women who will be pregnant at any time during the flu season;
- People ages six months and older with chronic heart or lung disorders (including asthma) or who required regular medical follow-up or hospitalization

during the preceding year because of a chronic metabolic disease (such as diabetes), immune suppression due to caused by certain drugs or HIV infection, kidney or blood-related problems, conditions that can affect breathing or the ability to handle respiratory secretions or on chronic aspirin therapy;

- People 50 years old and older;
- Residents of nursing homes and other chronic-care facilities;
- Health care workers, including emergency responders;
- Employees of nursing homes, chronic-care facilities, assisted living facilities or other residences for people in high-risk groups;
- People who provide home care to individuals at high risk;
- Household members (including children) of people at high risk;
- Household contacts and out-of-home caregivers of children less than six months old.

Others who should consider receiving flu vaccine include

- Women who are breast-feeding;
- People infected with HIV;
- Students living in dormitories or residence halls and others in institutional settings;
- People performing essential community services.

Who should not receive the vaccine?

- People with a severe sensitivity or allergy to eggs;

- Those who are moderately or severely ill, with or without a fever, at the time the immunization is scheduled;
- Those who have had a moderate or serious reaction in the past after receiving the vaccine or any of its components;
- People allergic to mercury or thimerosal, a vaccine preservative containing mercury.

The intranasal vaccine, while safe, is a live attenuated virus vaccine and has a more limited usage. In addition to age restrictions, this form is not recommended for use in individuals with chronic medical conditions. Those considering the intranasal vaccine should consult their physician.

The Office of Medical Services has made a concerted effort to ensure that the influenza vaccine is available at health units worldwide this fall. To ensure timely delivery of the vaccines, orders were placed early this spring. Barring unforeseen production problems, delivery of the vaccines to MED and posts around the world is anticipated in mid- to late October. Once shipments have been received, post health units and the occupational health units in the Harry S Truman Building, SA-1, the National Foreign Affairs Training Center and SA-44 will begin offering the vaccine. Watch for announcements. Protect yourself and others. Get immunized. ■

*The author is a Foreign Service health practitioner in the Office of Medical Services.*



Piano prodigy Taylor Chan plays with a maturity beyond her years.

# Universal Language

AFGHAN MUSIC ADDS INTERNATIONAL FLAVOR TO SERIES **BY JOHN BENTEL**

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently presented an eclectic mix of entertainment ranging from contemporary jazz to Afghan dancing and classical piano.

Taiwan-born Chi-Ming Shui began her musical studies in piano at age five and is now a doctoral candidate at the University of Maryland. She played almost all of the Chopin preludes, and her concluding Rachmaninoff selection, *Sonata No. #2 in B-flat minor*, Op. 36, dazzled the audience.

The Noor Wodjouatt ensemble is composed of Noor and his brother Bassir, who plays a classical Afghan instrument called the robab; Broto Roy, who plays the tablas, a two-piece percussion instrument; and Lori Clark, whose dances are based on the stylized gestures and movements of North

Indian storytellers. Noor, who fled Kabul in 1980, sings ghazel, a form of classical Indian music that uses spiritual Persian texts. The audience learned a lot about Afghan musical arts and was entranced by the colorful costumes.

Piano prodigies Angelique Scully, 9, Taylor Chan, 12, and Christopher Chan, 13, were prizewinners in the 20th International Young Artist Piano Competition. Their program consisted of *Prelude in C-sharp minor* by Rachmaninoff, *The Nightingale* by Alabiew-Lizst and *Prelude, Presto & Fugue* by Bach. The playing of this amazing trio of young, gifted pianists showed a maturity that belied their age.

Phaze II, a D.C. jazz ensemble consisting of David Prince, guitar; Adrian Norton, bass; Steve Perkins, percussion; and Ron Palmore, saxophone has a style that bridges the gap between traditional and contemporary jazz. Their smooth and rhythmic sound had those in attendance swaying with the music.

Eleven-year-old piano prodigy Jeffrey Ly has studied for the past six years at the European Academy of Music and Art. One of the pieces he performed was Liszt's *Mephisto Waltz #1*, which was fiery and sensuous and stirred up images of Faust. He displayed phenomenal technique and maturity for someone his age. He was joined by his nine-year-old sister Olivia for two four-hand encores.

Back for her second State of the Arts performance, Irina Yurkovskaya dazzled the audience with her flawless technique in Ravel's *Ondine* and Chopin's *Sonata No. 3 in B minor, Op. 58*. A native of Belarus, she is an adjunct professor of piano at Temple University. ■

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*The author is a computer specialist in the Executive Secretariat.*

# CALENDAR

October 11	Guitarist (tentative)
October 25	The T-Tones, Department of State Choristers' "Seasonal Songs"
November 1	TBA
November 8	Gotta Swing dance group, Exhibit Hall
December 6	Dr. Sita Chakrawarti, holiday vocalist
December 13	James Matthews, holiday program
Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.	



**U.S. Ambassador to Sri Lanka and Maldives**

**Robert O. Blake Jr.** of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Democratic Socialist Republic of Sri Lanka and, concurrently, to the Republic of Maldives. Most recently, he served as deputy chief of mission in New Delhi. His other overseas postings include Tunisia, Algeria, Nigeria and Egypt. He is married and has three daughters.



**Assistant Secretary for Intelligence and Research**

**Randall Fort** of Virginia, an investment banker and business and government executive, is the new Assistant Secretary for Intelligence and Research. Prior to his appointment, he worked for Goldman Sachs in several capacities, including as director of Global Security and co-chief operating officer. Before that, he worked for TRW, Inc. Earlier, he held a series of federal government intelligence positions, including deputy assistant secretary for functional analysis and research in INR.



**U.S. Ambassador to South Africa**

**Eric M. Bost** of Texas, a federal and state government executive, is the new U.S. Ambassador to the Republic of South Africa. Previously, he was under secretary for Food, Nutrition and Consumer Services with the Department of Agriculture. Before that, he was commissioner and chief executive officer of the Texas Department of Human Services. He has been actively involved with the Food and Agriculture Organization of the United Nations on efforts to improve nutrition and promote food security.



**U.S. Ambassador to Australia**

**Robert D. McCallum Jr.** of Georgia, an attorney and Justice Department official, is the new U.S. Ambassador to Australia. Previously, he was associate attorney general, the third-ranking official at Justice. Earlier, he served as assistant attorney general for the Civil Division. Before entering government, he was a partner in an Atlanta law firm, specializing in trial and appellate practice. A former Rhodes Scholar, he has been active in numerous civic organizations, including Rhodes Scholarship selection committees. He is married and has two adult sons.



**U.S. Global AIDS Coordinator**

**Mark R. Dybul** of Florida, a physician and federal government executive, is the new Coordinator of U.S. Government Activities to Combat HIV/AIDS Globally, with the rank of Ambassador. Previously, he was the lead for the Department of Health and Human Services for President Bush's International Prevention of Mother and Child HIV Initiative. He served as assistant director for Medical Affairs at the National Institute of Allergy and Infectious Diseases and continues to be a staff clinician in the Laboratory of Immunoregulation at NIAID.



**U.S. Ambassador to Suriname**

**Lisa Bobbie Schreiber Hughes** of Pennsylvania, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Suriname. Raised on a farm and trained as an attorney, with a particular interest in human rights and international legal systems, she joined the Foreign Service in 1985 and has served overseas in Ecuador, Cuba and Canada. She is married and has many pets.



### Assistant Secretary for Economic and Business Affairs

**Daniel S. Sullivan** of Alaska, an attorney and White House official, is the new Assistant Secretary for Economic and Business Affairs. Previously, he served as a director in the International Economics Directorate of the National Security Council/National Economic Council. A Marine Corps infantry and reconnaissance officer in the reserves, he recently served as strategic advisor and special assistant to the Commander of the U.S. Central Command. Before joining the government, he practiced business and corporate law. He is married and has three daughters.



### U.S. Ambassador to Sweden

**Michael Wood** of the District of Columbia, a business executive, is the new U.S. Ambassador to Sweden. Previously, he was chief executive officer of Hanley Wood, LLC, a leading media company in the housing and construction industry and one of the largest U.S. business-to-business media companies. After the sale of Hanley Wood in 2005, he formed Redwood Investments, LLC, an investment company specializing in media and real estate. He actively supports Habitat for Humanity. He is married and has two adult children.



### U.S. Ambassador to Argentina

**Earl Anthony Wayne** of Maryland, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to Argentina. Previously, he was assistant secretary for Economic and Business Affairs. Before that, he was principal deputy assistant secretary for the Bureau of European

Affairs and deputy assistant secretary for Europe and Canada. His overseas assignments include the U.S. Mission to the European Union, Paris and Rabat. He is married and has two children.

# \*retirements

## Foreign Service >>>

Beecroft, Robert M.  
Cavanaugh, Carey E.  
Elmore, Janice  
Endresen, Patricia L.  
Foster, James J.  
Frank, Ralph  
Fregon, Robert James

Frymyer, Arthur G.  
Hall, John E.  
Harley, Timothy W.  
Johnston, Helen D.  
Kerber, Frank John  
Lister, John Louis  
Madray, Charles Wheeler

McDavid, Richmond Terrell  
Nissen, Harold Peter  
Renteria, Celestina M.  
Schmidt, Robert C.  
Van Camp, Larry  
Warner, Vanessa M.  
Wills, Charles R.

## Civil Service >>>

Arthur, Lawrence L.  
Brooks, Rose Mae  
Collums, Haley D.  
De Kay, Jane S.  
Dixon, Michael Thomas

Gaum, Anne E.  
Haukness, Robert Allan  
Horita, Gail N.  
Jun, Christina C.  
Seale, Donnie G.



**<<< Frank L. Berry**, 83, a retired Foreign Service officer, died June 16 of complications from Parkinson's disease in Geras, Austria. He served in the Army in Europe in World War II before joining the Department in 1946. His overseas postings included Vienna, Istanbul, Bonn, Frankfurt, Oslo, Tel Aviv, Kuwait, Hamburg, Ottawa, Brasilia and Abu Dhabi. He retired in 1987 in Austria.



**<<< Maxwell Kennedy Berry**, 76, a retired Foreign Service officer, died June 11 from congestive heart failure in Lacey, Wash. He served in the Navy before joining the Department in 1956. His overseas postings included Saigon, Jakarta, Iskenderun, Adana, Izmir, Ankara and Lusaka. He retired in 1980.



**<<< Charles W. Bray**, 73, a retired Foreign Service officer, died July 23 of pneumonia in Milwaukee, Wis. He served overseas in the Philippines and Central African Republic and was ambassador to Senegal. He was press secretary for Secretary William P. Rogers, deputy director of the U.S. Information Agency and director of the Foreign Service Institute.

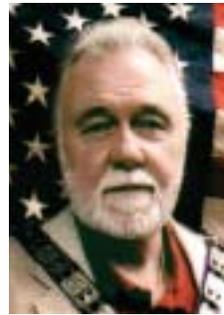
After retirement, he served as president of the Johnson Foundation in Racine, Wis., and was a leader in developing civic programs in Racine.



**<<< Ribella C. "Robbie" Buchans**, 80, a retired Foreign Service secretary, died June 15 in Orange Park, Fla. She joined the Department in 1965. Her overseas postings included Ceylon, Madagascar, Nigeria and Belgium. She retired in 1983 to Palatka, Fla. She enjoyed dancing and art glass collecting.



**<<< Charles "Chuck" Hughes Jr.**, 62, a retired Civil Service employee, died July 10 from complications of cancer in Oxon Hill, Md. He served in the Navy before joining the Department in 1965. He was deputy executive director in the Office of the Secretary when he retired in 1996. He was awarded the Director General's Cup. After retirement, he became a real estate agent.



**<<< Robert L. Kile**, 62, a retired Foreign Service officer, died July 14 of a heart attack in Cushing, Okla. His overseas postings included Mazatlán, Ciudad Juárez, Beirut, Paris, Libreville, Cape Verde and Dar es Salaam. After retirement, he was a partner in a minesweeping company and worked in Afghanistan with a security firm.

**Marguerite LaFrenière**, 85, wife of retired Foreign Service officer J. Alfred LaFrenière, died August 11 in West Yarmouth, Mass. She accompanied her husband on postings to Ireland, the Azores, India, Portugal, Mozambique and Brazil. She became involved in local activities wherever she lived, sharing her outstanding needlework skills with friends of many nationalities.



**<<< Ann Fondaw MacCracken**, 76, wife of retired Foreign Service officer John G. MacCracken, died July 11 in Woodstock, Va. She joined the Foreign Service as a code clerk and served in Hong Kong, where she met her husband. She joined him on postings to Frankfurt, Berlin, Moscow, Brussels and Vienna. She was an accomplished musician and musical director for a group of harmonica players.



**<<< Dennis Randolph "Randy" Murphy**, 57, a Foreign Service officer and husband of Foreign Service officer Lilian Murphy, died of a massive coronary July 16 in Manassas, Va. He served with the Army in Vietnam and with the Defense Intelligence Agency in several countries before joining the Department. He was posted to Hanoi. He was an honor guard at Arlington National Cemetery.

**Jerrold M. North**, 74, a retired Foreign Service officer, died August 27 in Harrisburg, Pa. He graduated from West Point and served in the Army before entering the Department. He served overseas in Europe, Africa and the Far East and was ambassador to Djibouti. He was a member of Rotary International.



**<<< Dorothy E. Parisi**, 80, widow of retired Foreign Service specialist Saverio Parisi and a former Foreign Service secretary, died March 6 from complications of ovarian cancer in Orlando, Fla. She joined the Department in 1959, met her husband in Costa Rica and, after resigning in 1962, accompanied him to postings in Santo Domingo, Tunis, Hamburg, Kinshasa, Lisbon, Rome, Frankfurt and Paris. They retired to Florida in 1985.



**<<< William T. Pryce**, 73, a retired Foreign Service officer, died July 11 in Alexandria, Va. He joined the Department in 1958 after serving in the Navy. His overseas posts included Mexico, the Soviet Union, Panama, Guatemala and Bolivia. He was senior director for Latin America at the National Security Council and ambassador to Honduras from 1993 until his retirement in 1996. After retirement, he was vice president of the Council of the Americas.



**<<< Dwight J. Porter**, 90, a retired Foreign Service officer, died June 4 of respiratory failure in Ranch Mirage, Calif. He served in the Marine Corps in World War II. He was posted overseas to Germany, London, Vienna and Beirut, where he was ambassador. He also served as assistant secretary for Administration. He retired in 1975 and joined the Westinghouse Corp. as vice president for international affairs. He enjoyed skiing, tennis, opera, genealogy and golf.

**Annis Sandvos**, 91, a retired Foreign Service officer, died June 17 of atherosclerotic cardiovascular disease in Alexandria, Va. She joined the U.S. Information Agency in 1951 and served in Athens. From 1960 until her retirement in 1972, she worked on U.S. interests in education and cultural programs of international organizations. She was active in her church.



**<<< Gordon Ray Powers**, 67, a retired Foreign Service officer, died June 14 of pancreatic cancer in Reno, Nev. He joined the Department in 1963 and served overseas in Jordan, Hong Kong, Australia, Pakistan, Bahrain, Bangladesh and Sudan.



**<<< Sherman Frank Williamson**, 57, a retired Foreign Service officer, died July 24 in The Woodlands, Texas. He was in the Marine Corps and Navy and served in Vietnam. His overseas postings included Panama City, Georgetown, Monrovia, Freetown and Lusaka. After leaving the Department, he worked as an accountant. He was active in his church.

**William Aubrey Wolffer**, 88, died in Fort Myers, Fla., on Nov. 20, 2005. He served in the Navy during World War II. He joined the Department in 1955 and served four tours in Amman, as well as in Kabul, Punjab, Dacca and Islamabad. He retired in 1979.

## In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

# Solving Problems

Whenever there's a crisis, immediate or long-term, you can count on your colleagues to respond. This issue of *State Magazine* is full of examples.

When the bombs and missiles started falling in Israel and Lebanon, Department colleagues in Beirut, Nicosia, Ankara, Damascus and Washington jumped to the task of helping thousands of American citizens find their way out of the battle zones and to safety. Embassy employees in Lebanon, Cyprus, Turkey and Syria, along with dozens of volunteers from throughout Washington's bureau offices working on the Lebanon Task Forces, labored around the clock to provide what Director General Staples called patient and compassionate service.

Early in the crisis, one Washington volunteer fielded calls from college students stranded in Beirut. Three days later, he was in Cyprus, helping some of those same students find their way home. That's real customer service.

The big crisis at this time last year was domestic—Hurricane Katrina and its devastating effects on the great American city of New Orleans. The Department responded to that crisis with a major effort to get its New Orleans Passport Agency office operational and its employees back to work just three months after the hurricane. One city official called that reopening proof that New Orleans was again functional as an international business center.

The Department continued its efforts on behalf of the battered city and its citizens in Washington, where many evacuees from Louisiana were relocated temporarily to the D.C. Armory. The Department was the only federal agency to respond to President Bush's call to visit the Armory and actively help Katrina evacuees find employment.



State's Office of Recruitment, Examination and Employment helped their fellow citizens find ways to help themselves. And the REE team also found three candidates who ended up working for the Department, one of whom decided to make Washington her home.

By helping others in need, the Department ended up helping itself.

Colleagues in the Office of Employee Relations do their best to handle situations before they become crises, especially when leveling the field for all employees. This office's Work/Life Programs division is charged with ensuring that the Department provides all reasonable accommodations for employees and potential employees with known disabilities. Their efforts allow qualified applicants and employees with disabilities to perform the essential functions of their positions, and thus enhance the overall quality of the Department's workforce.

Last but not least, a salute to our colleagues en route to their final posting: Frank L. Berry, Maxwell Kennedy Berry, Charles W. Bray, Ribella C. "Robbie" Buchans, Charles "Chuck" Hughes Jr., Robert L. Kile, Marguerite LaFreniere, Ann Fondaw MacCracken, Dennis Randolph "Randy" Murphy, Jerrold M. North, Dorothy E. Parisi, Dwight J. Porter, Gordon Ray Powers, William T. Pryce, Annis Sandvos, Sherman Frank Williamson and William Aubrey Wolffer.

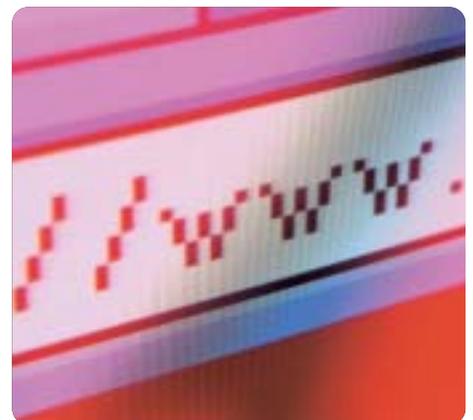
*Rob Wiley*

Rob Wiley  
Editor-in-Chief

## COMING IN NOVEMBER

- Building Homes and Trust
- Eliminating Tools of Destruction
- Tracking State's Attrition Rates

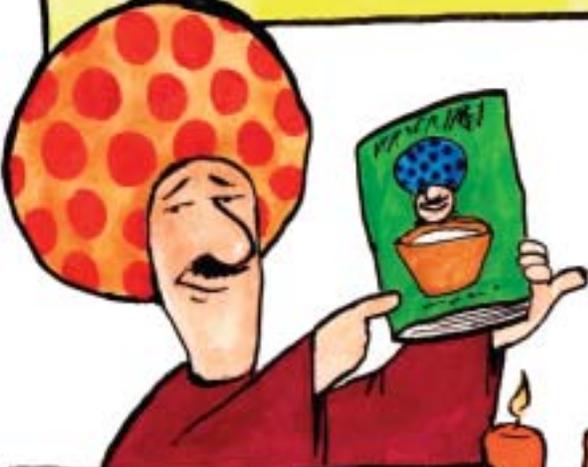
... and much more!



Visit us online:  
[www.state.gov/m/dghr/statemag](http://www.state.gov/m/dghr/statemag)

FROM AROUND THE WORLD, A SAMPLING OF RECENTLY RECEIVED DIPLOMATIC GIFTS

COOKBOOK: "BEYONDHAMSTER MILK: THE FINE CUISINE OF ICKYSTAN" FROM THE ICKYSTAN MINISTRY OF HAMSTER HUSBANDRY.



HOUSEHOLD ITEMS: "CANDELABRA WITH ROYAL SEAL AND NACHO CHEESE-SCENTED CANDLES" FROM HIS MAJESTY SULTAN MOBABA IK BABA IK BAFABABA IK BRAD.

BOOK ON TAPE: "THE WIT AND WISDOM OF PRESIDENT FOR LIFE GENERAL MORPOO" AND ACCOMPANYING GENERAL MORPOO ACTION FIGURE FROM THE SOCIALIST PEOPLE'S PARADISE OF MORPOOSTAN (FORMERLY UPPER DISCOVIA).



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